

415th Base Support Battalion

Kaiserslautern Military Community

Unit 23152, APO AE, 09227



Our Family

2001 Army Communities of Excellence

Application for the Army Communities of Excellence Competition 2001

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TABLE OF CONTENTS

GLOSSARY	i - viii
ORGANIZATIONAL CHART	ix
ORGANIZATIONAL PROFILE.....	x - xiv
CATEGORY 1.0: LEADERSHIP	1 - 5
CATEGORY 2.0: STRATEGIC PLANNING	6 - 10
CATEGORY 3.0: CUSTOMER FOCUS	11 - 15
CATEGORY 4.0: INFORMATION AND ANALYSIS	16 - 21
CATEGORY 5.0: HUMAN RESOURCE FOCUS	22 - 28
CATEGORY 6.0: PROCESS MANAGEMENT	29 - 35
CATEGORY 7.0: BUSINESS RESULTS	36 - 48

GLOSSARY

GLOSSARY

A	
AAFES	Army And Air Force Exchange Services
AAR	After Action Reviews
ACES	Army Continuing Education System
ACOE	Army Communities of Excellence
ACS	Army Community Services.
ADA	Acquisition Decision Authority
AF	Air Force
AFAP	Army Family Action Plan
AFB	Award Fee Board
AFN	American Forces Network
AIEP	Army Ideas for Excellence Program
AIT	Advance Individual Training
AP	Associated Press
APF	Appropriated Fund
APIC	Army Performance Improvement Criteria
ARCIS	Army Company Information System
ARM	Army Recreation Machines
ASACS	Adolescent Substance Abuse Counseling Service
ASG	Area Support Group
ASVAB	Armed Services Vocational Aptitude Battery
AT/FP	Anti-Terrorism / Force Protection
ATARS	Advanced Technology Assessment Report
AW	Airlift Wing
AYCE	Association For Young Children In Europe
B	
BASOPS	Base Operations
BG	Brigadier General
BMC	Base Maintenance Contractor
BOSS	Better Opportunities for Single Members
BSB	Base Support Battalion
C	
CARAT	Child Abuse Risk Assessment Tool
CCC	Community Counseling Center
CDA	Child Development Associate
CDC	Child Development Center
CDR	Commander
CE	Civil Engineers
CFE	Contractor Furnished Equipment

GLOSSARY

CERPT	Central Enrollment And Registration Planning Team
CHPPME	Center for Health Promotion and Preventive Medicine
CID	Criminal Investigation Division
CIF	Central Issuing Facility
CIP	Command Inspection Program
CISD	Critical Incident Stress Debriefing
CLEP	College Level Examination Program
CMAA	Civilian Misconduct Action Authority
CMAS	Civilian Misconduct Action Specialist
CMRP	Chaplains Command Master Religious Plan
CMWRF	Combined Morale Welfare and Recreation Fund
CMWRF	Community Morale Welfare Recreation Fund
COGS	Cost of Goods Sold
COL	Colonel
CONOPS	Contingency Operations
CONUS	Continental United States
COTR	Contracting Officer's Technical Representative
CPAC	Civilian Personnel Advisory Center
CPF	Central Processing Facility
CPI	Command Inspection Program
CPMC	Capital Purchase of Minor Construction
CPO	Civilian Personnel Office
CPOC	Civilian Personnel Operations Center
CPX	Command Post Exercise
CRC	Case Review Committee
CSM	Command Sergeant Major
CTA	Common Table of Allowances
CYMS	Child/Youth Ministry Service
CYSD	Child/Youth Services Division
D	
DA	Department Of The Army
DARE	Drug and Alcohol Resistance Education
DCA	Directorate of Community Affairs
DECA	Defense European Commissary Agency
DFAS	Defense Finance and Accounting Service
DII	Defense Information Infrastructure
DIV	Division
DOD	Department of Defense
DODDS	Department of Defense Dependents Schools

GLOSSARY

DODI	Department of Defense Dependents Instructions
DOL	Directorate of Logistics
DPC	Deployment Processing Center
DPW	Department of Public Works
DRMO	Defense Reutilization and Marketing Office
DTOPS	Directorate of Training, Operations, Plans, Security (S 2/3)
DUI	Driving Under the Influence
DWI	Driving While Intoxicated
E	
ECAS	Environmental Compliance Assessment System
EEO	Equal Employment Opportunity
EER	Enlisted Evaluation Report
EFM	Exceptional Family Member
E-MAIL	Electronic Mail
EMO	Environmental Management Office
EO	Equal Opportunity
EOC	Emergency Operations Center
EOCAS	Equal Opportunity Climate Assessment Survey
EQCC	Environmental Quality Control Committee
ESG	Executive Steering Group
EUCOM	European Command
F	
FAC	Family Advocacy Committee
FAP	Family Assistance Plan
FGS	Final Governing Standards
FMAO	Family Member Action Officer
FMO	Furnisher Management Office
FP	Force Protection
FSI	Federal Service International
FSIC	Federal Services International Corporation
FY	Fiscal Year
G	
G/A	German American
GCCS	Global Command and Control System
GED	General Education Development
GMWRF	Group Morale Welfare Recreation Fund
GS	Government Service
GSA	General Services Administration
H	

GLOSSARY

HAZMAT	Hazardous Material
HHD	Headquarters & Headquarters Detachment
HMG	Hospitality Management Group
HQ	Headquarter
I	
IA	Installation Advisor
IAC	Installation Advisory Council
IAW	In accordance with
IC	Installation Coordinator
IC/AIC	Installation Coordinator / Assistant Installation Coordinator
ICCET	Installation Child Care Evaluation Team
ICYET	Installation Child And Youth Evaluation Team
IDP	Internally Developed Program
IFMS	Inter Fleet Management System
IG	Inspector General
IH	Industrial Hygiene
IJO	Individual Job Orders
ILOC	Installation Logistical Operations Center
IMO	Information Management Officer
IMPAC CARD	International Merchant Purchase Authorization Card
INF	Infantry
IPRs	In-Process Reviews
ISO	International Organization of Standards
ISR	Installation Status Report
ITC	In-processing Training Center
ITO	Installation Transportation Office
ITR	Information, Ticketing, and Registration
ITT	ITT Federal Services GmbH
IVP	Installation Volunteer Program
J	
JAG	Judge Advocate General
JAWG	Joint Action Working Group
JSIVA	Joint Services Integrated Vulnerability Assessment
JU	Joint Use
K	
KA	Kaiserslautern American
KCAC	Kaiserslautern Community Activity Center
KCWC	Kaiserslautern Community Working Counsel
KFOR	Kosovo Force

GLOSSARY

KMC	Kaiserslautern Military Community
KMID	Kaiserslautern Military Intelligence Detachment
KOD	Key Organizational Drivers
KOP	Key Organizational Processes
KP	Kitchen Police
L	
LAN	Local Area Network
LANDCENT	Land Component of Allied Forces Central Europe
LEAD	Leadership Education and Development
LHS	Life Health Safety
LN	Local National Employees
LRMC	Landstuhl Regional Medical Center
LTC	Lieutenant Colonel
M	
MACOM	Major Command
MARKS	Modern Army Records Keeping System
MASH	Mobil Army Surgical Hospital
MCA	Military Construction Army
MCCET	Major Command Child Care Evaluation Team
MED	Medical
MEDCOM	Medical Command
MILES	Multi Integrated Laser Engagement System
MIPAR	Military International Departmental Purchase Request
MIPL	Master Integrated Priority List
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MTMC	Military Transportation and Movement Command
MTOE	Military Table of Organizational and Equipment
MWR	Morale, Welfare and Recreation
N	
NAEYC	National Association for the Education of Young Children
NAF	Non-Appropriated Funds
NAFI	Non-appropriated Fund Instrumentality
NATO	North Atlantic Treaty Organization
NBC	Nuclear, Biological, Chemical
NCO	Non-Commissioned Officers
NCOES	Non Commission Officers Education System
NCOPD	Non Commission Officer Professional Development
NEO	Noncombatant Evacuation Operation

GLOSSARY

NG	National Guard
NIBD	Net Income Before Depreciation
NIPERNET	Non-Secure Internet Protocol Router Network
O	
ODCSLOG	Office Defense Chief of Staff Logistics
ODT	Overseas Deployment Training
OER	Officer Evaluation Report
OJF	Operation Joint Forge
OJG	Operation Joint Guard
OJT	On the Job Training
OPORD	Operational Order
OPSEC	Operation Security
OSI	Office of Security Investigation
OSHA	Occupational Safety and Health Administration
P	
PA	Program Administrators
PACD	Plan, Act, Check, Do
PAB	Parent Advisory Board
PAO	Public Affairs Officer
PAT	Process Action Team
PBO	Property Book Officer
PCS	Permanent Change of Station
PMO	Provost Marshal Office
POS	Point of Sales system
POV	Privately Owned Vehicle
PSRR	Performance Status Review Report.
PT	Physical Training
PTOPS	Pilot Transportation Operational Personal Property Standard System
PVA	Project Validation Assessment team
PX/BX	Post Exchange / Base Exchange
Q	
QOL	Quality of Life
QTB	Quarterly Training Briefs
R	
R&A	Review and Analysis
RAC	Risk Assessment Codes
RC	Reserve Component
RCPAC	Reserve Components Personnel and Administration Center

GLOSSARY

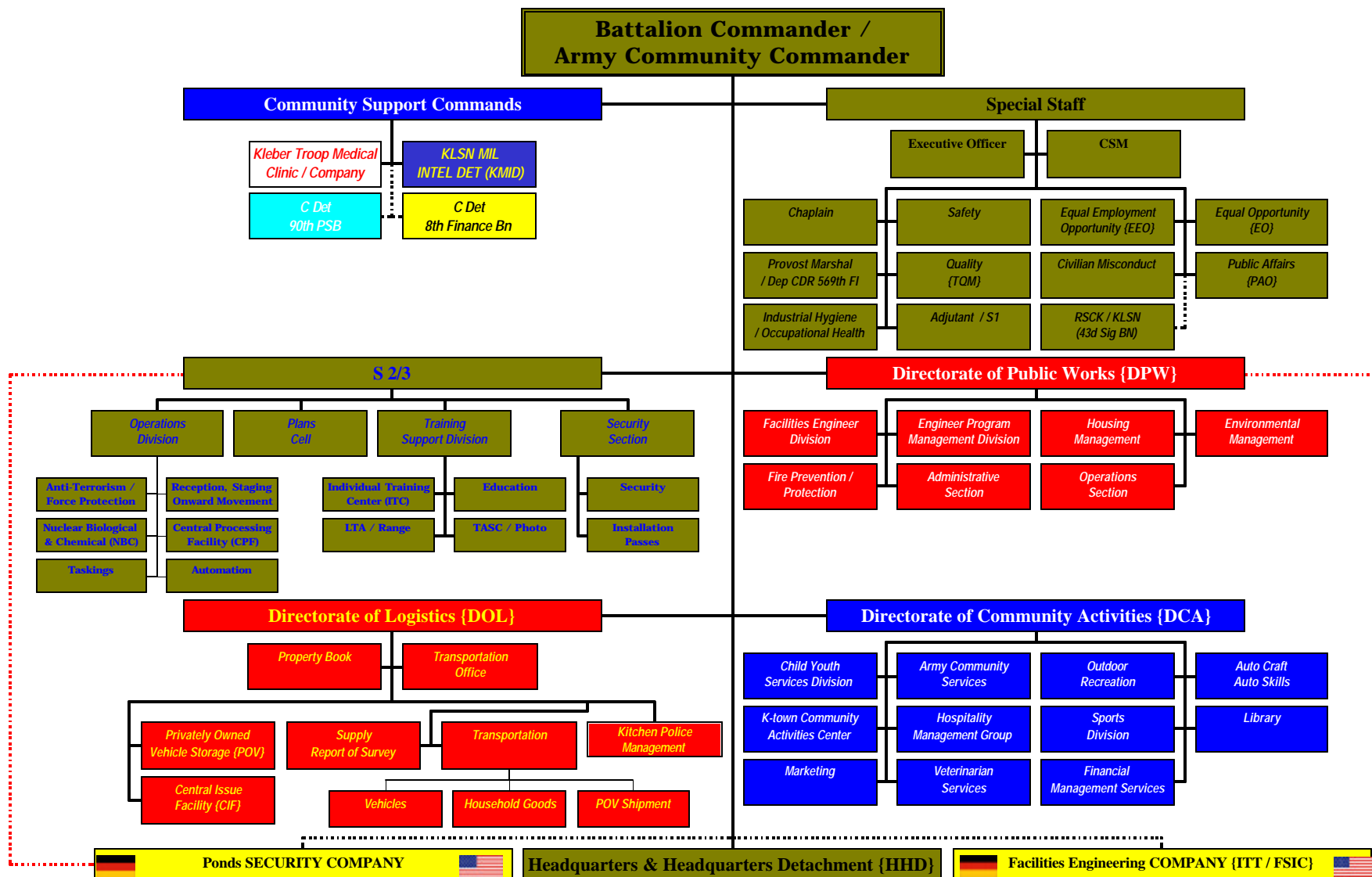
REKTRAK	Recreation Computer Software System
RETS	Remote Target System
ROB	Rhein Ordinance Barracks
ROL	Repeat Offender Listing
RSC	Regional Support Center (Kaiserslautern)
RSO	Reception Staging and Onward movement
RSOI	Reception Staging and Onward Integration
S	
SAEDA	Subversion and Espionage Directed Against the Army
SAS	School Age Services
SATCOM	Satellite Command
SAV	Staff Assistance Visit
SFOR	Stabilization Force
SGATE	Sponsorship Gateway
SGT	Sergeant
SIPERNET	Secure Internet Protocol Router Network
SIT	Soldier In-processing Time
SITES	Standard Installation Topic Exchange Service
SJA	Staff Judge Advocate
SNRT	Special Needs Resource Team
SOFA	Status of Forces Agreement
SOP	Standard Operating Procedures
SORT PROGRAM	Separation Of Recyclable Trash
SP	Security Police (Air Force)
SRP	Soldier Readiness Program
SSG	Staff Sergeant
SSO	Safety/Security Officer
SSPA	Sustain Superior Performance Award
STAC	Stability and Support Operations
STACC	Short Term Alternative Child Care
SWOT	Strengths, Weaknesses, Opportunities, Threats
T	
TAPA	Total Army Personnel Agency
TAQ	Total Army Quality
TCS	Temporary Change of Station
TDA	Table of Distribution and Allowances
TDC	Theater Distribution Center
TDY	Temporary Duty
TFE	Task Force Eagle

GLOSSARY

THREATCON	Threat Conditions
TLMS	Tape Library Management System
TMCA	Theater Movement Control Agency
TMP	Transportation Motor Pool
TOPS	Transportation Operating System
TQM	Total Quality Management
TSC	Theater Support Command
TSC	Training Support Center
TSD	Training Support Division
U	
UCAS	USAREUR Community Automation System
UMT	Unit Ministry Team
UPI	United Press International
USAMMCE	United States Army Military Medical Center Europe
USAR	United States Army Reserves
USAREUR	United States Army Europe
USFPF	US Forces Police Flight
USNSE	U.S. National Support Element
V	
VCCUS	Volunteer Child Care In Unit Settings
VRA	Veteran Readjustment Appointments
W	
WMD	Weapons of Mass Destruction
WO	Work Order
X	
XO	Executive Officer
Y	
YS	Youth Services

ORGANIZATIONAL CHART

415th Base Support Battalion Organizational Structure



IX

Command Relationships: ————— Command - - - - - Operational Control - - - - - Technical Supervision for Mission Support

ORGANIZATIONAL PROFILE

ORGANIZATIONAL PROFILE

P.1 Organizational Description

a. Organizational Environment

(1) Mission, products & services and delivery.

The Kaiserslautern Military Community has a population of 17,573 soldiers, family members, retirees and civilians spread over 9 Army installations and 1150 square miles. Our mission is to provide well-being programs in support of the community and serve as a power projection platform for onward movement of soldiers. Since August 00 we have executed 144 RSOI missions.

We enhance the readiness and quality-of-life for the total force to meet on going and future requirements and provide services that supports the needs of the community. Our Team is “Dedicated to Support” of those we serve.

Our facilities are located throughout the community to ensure our services are convenient to the customer. Some of our signature non-center based programs include: centralized pre-deployment processing, catering services, community information forums, Senior Tactical commander’s Conference, installation coordinator councils, personnel support, property book service, military security, force protection, host nation support, active volunteer program, single soldier programs, family action symposiums, ethnic observances, special entertainment and recognition programs, youth ministries, red ribbon campaigns, alcohol and drug awareness program (DARE), traffic management, school partnership program, and intramural sports program.

We provide quality services to soldiers, airmen, family members, and civilians. These products and services are designed to provide support for mobilization, deployment and contingency.

We delivers these products through quarterly training briefs, Senior Tactical Commanders’ forum, quarterly tasking conference, quarterly range conferences, monthly SRPs, quarterly JAWG, railhead training, weekly level 1 FP training, quarterly casualty assistance training, quarterly retirement training briefs, range operations and safety certification training, daily community in-

processing, installation construction boards, and distance learning adult continuing education services.

We manage the battalion’s personnel strength, conduct soldier and civilian administrative actions, official mail services, POV registration, and personnel service support for all authorized members of the KMC within our footprint.

Logistical support includes: Transportation services; fuel support, wrecker services, taxi services, bus shuttle services, in/out-bound of personnel property, passenger travel, drivers testing, and POV storage for deploying soldiers, Property book support includes: MTOE, TDA/CTA installation services for over 230 hand receipt holders, Central Issue Facility supports; issue and turn-in of OCIE for approximately 4800 soldiers, and Kitchen Police Management.

Our law enforcement agency is a joint operation consisting of PMO and the 86th AW falling under the Air Forces’ 569th Security Forces Squadron. The Provost Marshall (PMO) is responsible for providing the full spectrum of law enforcement services for a community of 40,000 residents.

(2) Organizational culture, vision, mission, and values.

The KMC is unique because the Army and Air Force are co-located in the same community. This is a bonus for our customers because they are assured of the best services available from both services.

The Battalion workforce is 780 soldiers, civilians and local nationals; all working together to support 29 dispersed tenant units.

The MACOM, 21st TSC, and LRMC are key customers of our services. They are quite diversified and each have different needs. We understand that each of our customers are different and customize their support to mission requirements and needs. We train the way we support every day. The success of the community can be attributed to the inculcated loyalty of the workforce and the team cohesion.

Our services provided in this overseas environment meet the American standards our

ORGANIZATIONAL PROFILE

customers are use to. Our vision is to provide a customer-focused, customer-driven, business operation by continually raising the level of employee professionalism and service delivery while enhancing the units' readiness.

Feature stories on the Army, the community and other news articles that benefit soldiers, families, civilians and retirees may be read weekly in our award winning newspaper. This is accomplished through a joint Army/AF weekly commercial enterprise community newspaper with a 22,000 circulation to 9 sub-communities. Articles are submitted to U.S. and Host Nation media for broadcasting and TV coverage on our community. The staff works with local and regional media to ensure community activities attended by the general public are covered; assists the media in obtaining articles, arrange interviews/visits, and releases material on the command thoroughly and timely.

The staff conducts media training, plans and organizes special events, collects and processes Hometown News Releases, and conducts the yearly TV Christmas program to keep the stateside American public abreast of soldiers' overseas. Support provided to various organizations last year included; Earth Day, New Year's and spring reception, Special Olympics, Change of Command, G/A Fest and Raft Race, and the Car Show which German dignitaries attended.

Religious programs are driven by our vision to meet the spiritual and moral needs of the KMC. Personnel needs are met as a result of our execution of the Religious Support Plan (CMRP) and the ministry team.

(3) Our employee profile, educational levels, workforce, job diversity, bargaining units, contract employees, and safety requirements.

As the largest concentration of Americans outside of the continental United States our employee profile is quite unique. Our organization derives its success from continuous dedication, partnerships and desire to deliver a quality product to our customers.

Our community is the largest employer of local nationals in USAREUR. The demographics include white and blue-collar workers possessing special skills and represented by 5 work councils.

Our soldiers belong to separate military tenant units partnering to maximize service to our customers. Active duty soldiers though a small percentage of the work force is continuously relied on to support and enhance the performance, QOL and overall excellence of the BSB.

Our U.S. Appropriated Fund Employees work in all areas of the BASOPS operations. While our U.S. Non-Appropriated Fund Employees work in the DCA arena to fill retail sales, clubs, and sports. However, our command emphasis is on hiring family members to provide a second income for military families.

Contract employees supplement the work force by providing logistical support in the form of office space, equipment and accessibility to the scope of the Army's mission. Positive communication is key to success with contractors by bringing their expertise to respective areas.

Our workforce is composed of DA career civil servants, Local Nationals, Non-appropriated fund full-time, part-time, flexes employees, intermittent on-call, family members, contract employees, student summer hire employees, and volunteers.

Educational levels vary from high school to post-masters level. Job diversity ranges from auto mechanic to social worker, food service employees, to facility managers, and rail/firing range operators to writer/editors.

(4) Our technologies, equipment, and facilities?

Although the battalion has many of the systems required (described below) by DA to perform daily operations the senior leadership felt it necessary to identify areas of improvement in computerized techniques and will incorporate them into our strategic planning process along a modernization time line.

Technologies used by our unit include: computers, Internet, email, video

ORGANIZATIONAL PROFILE

teleconferencing, high tech veterinary medical equipment, point of sales systems, security systems, software management systems (CYMS, TLMS, Food Trak, SGATE, SITES), SIPERNET, NIPERNET, UCAS, ATARS, SECURE FAX, multimedia projectors, digital camera's, scanners, TOPS system, PTOPS, Gates, Defense Property Accountability System (DPAS), Offense Reporting System 2 (ORS-2), AlcoTest 7111, Falcon Radar Gun, SATS 4.1, and the Army Records Computer Information System (ARCIS).

Our unit's property book currently exceeds equipment and supplies of 47 million dollars. Here are some of those items that make up this property book: training aids, simulation systems, multi integrated laser engagement system, Weaponer, and remote operated target lifters.

Our Life Support facilities include 4 Child Development Centers, 3 Gymnasiums, 2 fitness centers, After School Care Center, Youth Teen Center, Army Community Service Center, 3 libraries, 3 tax offices, bowling center, 3 Clubs and a lounge, Snack bar and conference center, Central Processing Facility, 3 educational centers, 4 dinning facilities, photo studio, personnel support center, bus shuttle service, community property book office, medical and dental clinic, centralized equipment point, financial management/budgeting cell, Transportation fleet, 4 mail rooms, POV storage center for deploying soldiers, Fire station, outdoor recreational center, 3 chapels, family life center, news reporting, M16/M9 range, community park, 3 auto crafts and car service centers, small arms range, NBC chamber, training support center, in-processing training center, central processing facility, 4 education centers, and a force projection platform.

(5) Our operational environment, laws/regulations, health/safety regulations, accreditations, environmental, financial, and product regulations.

The operational environment in the BSB falls under a myriad of regulatory directives from DOD, DA, USAREUR, 26th ASG, and USAFE regulations for operations (AFI 31 series).

Air Force, Host Nation, and Army regulations are used due to the unique relationship in the KMC. The Status of Forces Agreement (SOFA) provides guidance on how we work with local nationals, entitlements, employment benefits, and the legal rights of American citizens. As an active Army proponent stationed in German certain laws must be adhered to citizenship, neighborhood practices, environmental management, construction/design criteria, and mutual aid during local community crisis's.

Additionally, we operate under DODI, Military Child Care Act, Public Laws, OSHA, ADA, NAEYC /NSACA accreditation, Army regulation 215 series, multi-service agreement, Inter Service Support Agreements, Local MOAs, accreditations for SIPRNET, IMO, IA, level II FP, CFE, Management Control Processes, consumer product regulations. Activities of the UMT are governed AR 165-1, DA PAMs and Field Manuals.

Our financial posture is governed by two distinct regulations; Appropriated Funds that is congressional mandated operational dollars, and the non-appropriated fund is locally generated Morale, Welfare and Recreation revenue.

Our products are governed by MWR regulations and individual directorates are governed by its respective local regulations for operational control.

(6) Our major mission, market, and service areas.

Our major market service area is the KMC, which includes Landstuhl, Kleber, Daenner, Panzer, Miesau, Pirmasens, Rhine Ordnance Barracks, Kaiserslautern Industrial Center, Pulaski Barracks and the general public area of Kaiserslautern.

Our mission is to provide logistical support to designated units in the KMC that include 5 Air Force and 9 Army installations.

b. Organizational Relationships

(1) Our key customer groups, requirements, and differences.

Our customers include but not limited to the 29 units within the KMC with the 21st TSC as

ORGANIZATIONAL PROFILE

the largest of these customers. Other key customer groups include active duty Army/AF, AAFES, DeCA, NAF and APF civilians, retirees, commanders, spouses, family members, and DODDS civilians.

The services we provide reflect the diversity of our customer base and the degree of reliance upon various customer needs.

(2) Types of suppliers, requirements, partnering relationships and communication mechanisms.

Our suppliers sometimes take on an appearance of our customers; one such group is the Overseas Deployment Training (ODT) units. They are an important supplier of services to the community, working in our hospitals, performing minor vertical and horizontal construction projects that would be difficult to fund without diverting resources from major projects, and by contributing countless man-hours to renovation and construction of facilities, infrastructure, and health services.

Our base maintenance contract provides excellent service with minor construction, utilities, facility and ground maintenance, snow/ice removal and administers the “Best Barracks” program.

Quarterly, the Installation Coordinators Board meets with our customer base to validate the quality of services performed by the contractor, since the contractors’ profit is awarded based on performance of services/product deliveries. The Award Fee Board meets semi-annual to determine the amount of the award.

As the AF is our next-door neighbor/partner, the services we provide to the community are seamless to our customers. We share resources as often as possible to maximize resources and improve the quality of services.

Other key suppliers include Civilian Personnel (NAF and APF), DeCA, AAFES, DODDS, NAF warehouse, contracting in ROB and Seckenheim, local private businesses, DOL, 26th ASG, DRM, LRMC (medical), volunteers (e.g. ushers, teachers, home visitors, etc.), contractors (e.g. musicians, youth workers, etc.), USAREUR Staff, and the 86th AW.

Continual communication mechanisms include meetings, telephonic, electronic, written, and in-person communication, and self-assessments. Significant emphasis is placed on continuously improving communication with our suppliers. We are very cognizant that effective communication with suppliers is critical in order to be successful.

Finally one of our larger suppliers is the DPC. They supply us the soldiers from various destinations that process through the Deployment Processing Center. Although the soldiers are our customers for billeting, ground transportation and other quality of life services, the DPC is primarily a supplier, 24 hours a day, 7 days a week, 365 days a year for real world missions.

(3) Parent organizations, products, services, and support provided.

The 415th BSB is a subunit of the 26th ASG, USAREUR, DA, and DOD. The 26th ASG provides support services to include training, budgeting, policy, program management, TDY, marketing, and contracting. Also the 415th BSB also reports indirectly to the 21st TSC and USAFE on activities in the KMC area such as: inter-operational responsibility with the USAFE, community law enforcement 569th U.S. Forces Police Flight and the 230th Military Police Company.

P.2 Organizational Challenges

a. Competitive Environment

(1) Our competitive position, size, growth, and types.

In a joint community where your largest competitor is also a major supplier, partner, and stakeholder, competitive growth can be a challenge. Our competitive environment will become more challenging with the expansion of Ramstein AF Base, shrinking government resources and the current focus of doing more with less.

The MWR provides many of the same services and programs the AF does, so we use good business practices to ensure that we generate funds that can be reinvested in our facilities, programs and services. Other

ORGANIZATIONAL PROFILE

competitors of our services are the private businesses on the local economy.

(2) Our success: mission accomplishment, the competitive environment, reduction, simplification, product innovation, cost reduction, technology, productivity or other changes affecting the mission's success.

The principle factors that determines our success is strategic planning/execution, customer focus, and continual efforts toward process improvement.

Changes that affect our mission success include dwindling funds; activity based costing; changes in the budget process; and streamlining and centralization of functions. This changing environment in which we operate constantly requires us to be innovative and continually strive to find new, innovative ways to simplify and streamline processes.

b. Strategic Challenges

Our strategic challenges; human, business, local, regional, national, and global.

Strategic challenges inspire innovative ways of providing services to our customers. We are a learning organization that takes every opportunity to expand our capability as a supplier.

Survey cards, command input, agencies, and other forms of feedback are evaluated and changed as appropriate to improve our services for the customer. The Executive Steering Group is the forward-looking element of the organization and uses a strategic plan to lead the organization in identifying and managing change.

Our resources are limited, but every day we look for better ways of maximizing our efficiencies in the organization. However, the most significant challenge is building and maintaining a workforce that works as a team. In civilian industry, there is no requirement to rotate a percentage

of the workforce every five years, a matter of policy in the military.

c. Performance Improvement System

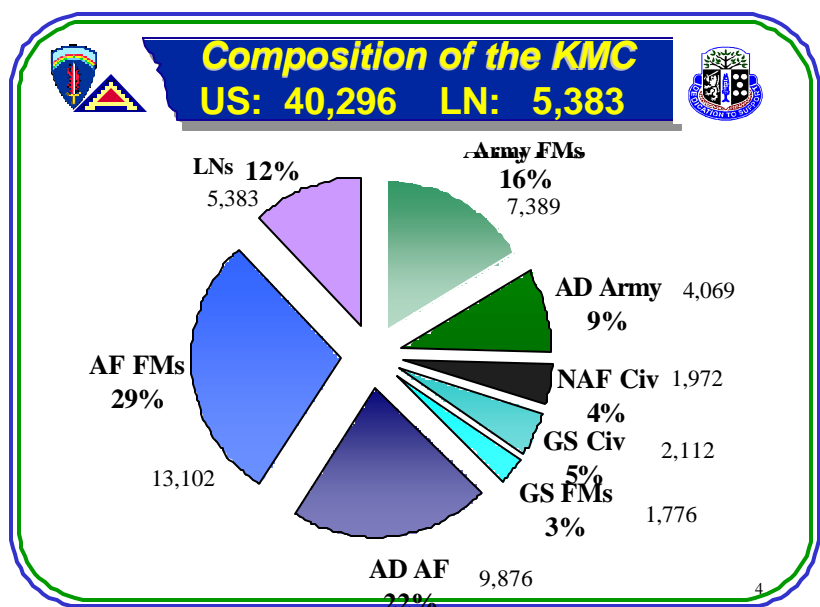
How we maintain focus on performance.

We maintain focus by evaluating trends and relying on feedback from the community, Installation Coordinator Boards, community information forums and joint action groups.

We track performance/review process against established standard and competitors, continually endeavoring to develop plans and conduct monthly updates with higher headquarters leadership, and we utilize regular self-assessment processes to provide feedback to our strategic plans. The results of our self assessment and evaluation of the efficacy of strategic planning action steps enable us to continually readjust and take proactive and corrective steps to offset negative trends.

Performance standards are included in individual performance plans, systematic and regular review of standards and organizational goals are conducted.

The process of continual improvement and ACOE has been helpful to the organization in team building, refining processes, and identifying areas where we can improve in managing resources and open communication with internal and external customers.



CATEGORY 1.0

1.0 LEADERSHIP

1.1 ORGANIZATIONAL LEADERSHIP

1.2 ORGANIZATION RESPONSIBILITY AND CITIZENSHIP

CATEGORY 1: LEADERSHIP

1.0 Leadership

1.1 Organizational Leadership

a. Senior Leadership Direction

(1) How our senior leaders set, communicate, and deploy values, directions, and performance expectations to all employees.

Each day senior leaders build on high performance standards, customer satisfaction, teamwork and mentorship. Leaders state the mission, articulate the vision, and advocate Army and BSB values to provide direction and motivation for our employees. This relationship strengthens and enhances professional development.

The development begins with clear job descriptions, members' orientation, and a system of negotiating goals and objectives using monthly developmental counseling and efficiency reports based on performance.

VALUES

"Loyalty" -- Bear true faith and allegiance to the U.S. Constitution, the Army, and other soldiers.

"Duty" -- Fulfill your obligations.

"Respect" -- Treat people as they should be treated.

"Selfless Service" -- Put the welfare of the nation, Army, and your subordinates before your own.

"Honor" -- Live up to all the Army values.

"Integrity" -- Do what's right, legally and morally.

"Personal Courage" -- Face fear, danger, or adversity (Physical or Moral).

As stated in our overview many agencies in the battalion perform various duties. Our diversified organization takes direction from and thrives on our battalion's strategic plan.

Each new fiscal year, our senior managers monitor and record new short-term direction, and adjusts long-term priorities using new command priorities, resource guidance and customer feedback to achieve the desired result. Performance expectations for priorities are realistic, agreed upon, and communicated to all employees, Base Maintenance Contractor (BMC), and other contracting agencies. Operating procedures are fine tuned to reflect direction and project priorities.

Functional areas are exclusively dealt with to insure middle level managers and employees understand and produce desired expectations and results. Senior leaders meet weekly to measure progress on long-term priorities and

goals. Short-term priorities are assessed daily. Project engineers are constantly in contact with senior management to resolve issues affecting the priorities.

Senior leadership sets the example by employing BSB and Army values. Our macro-management style empowers employees to be creative and have a stake in our management processes. Weekly planning and tasking meetings are conducted to coordinate complex BASOPS missions and conserve scarce resources. Our support tracking management system is comprised of a task and suspense matrix published weekly by the operations section.

BSB values are a framework for managers to review and use to establish directorate direction. These values are passed along for implementation to employees.

Our values enhance law enforcement through monthly counseling, leadership by example, and reinforced by training and NCOPD. Short/long-term directions come from both the Army and Air Force chain of command (415th BSB /86th SPTG) and are discussed weekly at the community U.S. Force Police staff and operations meetings. Resourcing and manpower issues are reviewed to determine outside support requirements.

The command participates in a biweekly Threat Working Group meeting with all law enforcement agencies within the KMC. Army and AF Military Intelligence, OSI, CID, FP, Security Forces, and Military Police ensure police organizations are operating in conjunction with one another to support the community and meet the Commander's goals.

Values are "caught more than taught." For that reason the BSB leadership inculcates values in all they do, as the model and example for the staff sections to follow.

The senior leaders foster a macro-management style, which empowers the key leaders to conduct daily operations to standards and reinforces individual responsibility for maintaining their areas according to regulation while serving as resident experts.

CATEGORY 1: LEADERSHIP

(2) How our senior leaders create and reinforce an environment for empowerment, innovation, organizational agility and organizational and employee learning?

Senior leaders personally communicate our goals, priorities, and performance expectations to develop a well-trained workforce that operates in a proactive environment. This environment fosters employees to think “out of the box,” when making decisions.

Senior managers empower project engineers to make technical and administrative decisions using the latest technical training in their respective professional fields. By promoting innovative thinking we are able to move quickly through projects and contracts. Our recognition and awards program is in place to recognize those employees that have exceeded their performance standards, and contributed to the successful execution of short and long-term priorities (Figure 7.3.a – 4).

Each section within the BSB provides the commander and senior leader guidance on expected goals and are allowed to accomplish the mission without micro-management. Employees are also trusted and afforded the opportunity to attend related training and schools.

The senior leaders communicate our performance expectations through various forums, the executive steering group, staff calls, off-site conferences, award ceremonies and site visits. These forums enhance job performance, accountability, communication, feedback, creative ideas, and cross training to improve the unit’s agility.

b. Organizational Performance Review

(1) How our senior leaders review organizational performance to assess success, competitive performance, and progress relative to short- and longer-term goals.

Organization performance reviews conducted at Directorate level are briefed to the Commander, Executive Officer, and staff. How it relates to the overall organization and affects performance is reviewed during the Executive Steering Group meetings. This information is briefed to higher headquarters (26th ASG) and a key customer, the 21st TSC, at regular staff calls and STC briefings.

Organizational performance measured by Directorates is assessed by: Progress assessment on BSB short/long term priorities; Customer Feedback systems (IC meetings, BOSS program, community leadership, higher headquarters guidance); Successful business partnerships with suppliers and stakeholders (contractors, contracting offices, AAFES, other government support organizations) and employee feedback.

During weekly operation/planning meetings we establish implementation plans, review progress made, communicate our mission goals and requirements, and review our customer feedback to define the best way to communicate operational tasking requirements to subordinate units and directorates.

We routinely review and analyze comment cards to measure the level of performance provided to our customers. This tool assists in establishing short/long term goals and results are communicated to the commander and other directorates.

Our battalion as well as other agencies and tenant units of the community attend the annual Army Family Action Plan Symposium. This takes a cross section of the community and asks what is going well and what needs to be improved. Comments are addressed at the local level and explored by the Command.

Crime statistics are compiled and reviewed by our law enforcement agencies quarterly. We discuss trends and look for new methods to reduce increases.

Our senior leadership assesses success at weekly staff and unit training meetings. We develop Quarterly Training Briefs (QTB), review planning processes, reevaluate goals and resources, and make adjustments as necessary.

(2) How our performance review findings translate into priorities for improvement and how they are deployed.

Performance findings are reviewed during weekly staff meetings to identify deficiencies and provide additional guidance on how to redirect our efforts to attain desired results. Based on findings, improvement guidance is deployed to all section supervisors.

CATEGORY 1: LEADERSHIP

The constant review of performance allows the command to adjust resources and make changes to community needs. Through customer feedback systems and re-prioritization of project resources, the renovation of critical Quality of Life (QOL) facilities in our community is accomplished. This review during the year has enabled completion of these renovation projects: 2 Libraries (Kleber/Landstuhl); Kazabra Club in Vogelweh; School Age Services facility in Landstuhl; Kleber/Landstuhl Gyms/Fitness Centers; Landstuhl Community Combine Club; and Miesau Racquetball Court.

Through the Better Opportunities for Single Service Members (BOSS) feedback, single soldier barracks not meeting the 1+1 DA standards (500 rms+) were re-painted and bathrooms/showers repaired.

Through our AAFES partnership and feedback, a new gas station/shoppette was constructed for the Landstuhl hospital; consolidating several outlets to provide better service and improve QOL.

Using our employee feedback system, a need for a safety inspection in all working areas of the command was identified; the results identified several safety findings that are currently being resolved.

Looking for opportunities for innovation and efficiency, we requested and got approval for 4 ODT units to come to Kaiserslautern to perform engineer projects. These units saved us more than \$400K in labor costs and formalized the request and approval system for engineer units for years to come.

Another unique 415th BSB innovation came as the command struggled to instill “pride in ownership” in barracks rooms. In partnership with the BMC (ITT/FSG), the 415th BSB Best Barracks Program was implemented. Units can earn up to \$3000 for unit funds if good repair and maintenance are maintained in the barracks rooms throughout the year.

Command priorities are also determined by severity of the crime trends, i.e. if there is a large increase in assaults and parking violations, assault reduction is addressed first. Joint BSB

and AF priorities are discussed at weekly staff/operations meetings to determine what resources are used where. This process reduces the use of redundant services that waste resources.

Finally, additional priorities are established using quarterly tasking reviews, quarterly training resource meetings, monthly pre-deployment processing reviews, bi-weekly joint threat working group, quarterly JAWG, monthly joint ATPF working group, and quarterly joint executive committee.

(3) How our senior leaders use performance review findings and employee feedback to improve their own leadership.

Leadership is continuously improving by using the PDCA (planning, doing, checking and acting). By reviewing feedback reports, self assessments (including APIC), IG inspections, Command Inspection program results, informal sensing session and unrestricted access, the senior leadership has identified and assessed their own leadership methodology.

Performance review and employee feedback allows senior leaders to identify problem areas. In the case of our own employee survey, safety concerns were a prevalent issue. Steps were taken to inspect and identify safety problems. Senior leaders are now doing the “right thing,” leadership has improved, and the employee survey was a significant part of the leadership system.

The quarterly IC meetings provide the commander and leaders valuable feedback. The unit commanders provide priorities on specific installations and in turn the command provides feedback to the unit commanders on environmental, housing, project execution, stationing, fire prevention and issues from the previous IC meetings. This IC brief not only strengthens the tenant commanders and BSB leadership, it provides a forum for all sections of the battalion to receive feedback on their processes provided to our customers (Figure 7.1.a – 5).

Finally, through monthly counseling sessions (OER/NCOER) the BSB/ASG deficiencies are identified, corrective action

CATEGORY 1: LEADERSHIP

taken, and reviews are evaluated for desired results. Feedback from the soldiers offers leadership options on how to improve the mission from the lowest level.

1.2 Organization Responsibility & Citizenship

a. Responsibilities to the Public

(1) How our services impact society and regulatory and legal requirements for risks.

Working closely with local community leaders to identify potential impacts that may affect the community, host nation regulatory requirements are reviewed for compliance to reduce risks to our natural resources.

In coordination with the Environmental Management Office (EMO) we created the Kaiserslautern Environmental Working Group composed of the City of Kaiserslautern Environmental Office, County and State of Rheinland Pfalz Environmental leaders, US Air Force Environmental managers, and US Army Center for Health Promotion and Preventive Medicine scientists. This group exchanges information (environmental restoration project status and future joint projects) on critical environmental issues affecting our community. Environmental projects and design follows strict regulatory and legal requirements using the (German-American) Final Governing Standards (FGS).

Internally the BSB and EMO promote good citizenship through the quarterly Environmental Quality Control Committee (EQCC) meetings. EQCC members, tenant unit commanders, Environmental Coordinators, Industrial Hygiene scientists and Preventive Medicine engineers (soil/water testing) meet to exchange environmental project status, training, updates on standards, and status of Environmental Compliance Assessment System (ECAS) findings.

The community has a mutual aid plan between tenant units, USAF, and local host nation authorities in the event of a natural disaster.

Additionally, in cooperation with the host nation, ATFP establishes perimeter clear zones, fencing of installations and property to

maximize standoff distance against blast mitigation.

Through the use of publications, broadcasts, speeches, staff meetings, team meetings, training, information forums, consumer forums, town hall meetings, and conference presentations, we communicate how our products, services, and operations affect the local society.

To identify, control and eliminate workplace hazards and employee risks, our Safety and Occupational Health Management conducts routine safety and facility inspections. Industrial Safety manages programs to evaluate employee workplace stresses, safety hazards, control measures, and discrepancy correction. Additionally, our safety office participates in planning, set-up, and operation of community events, e.g. Special Olympics, Bazaars, Car Shows etc., to address public safety concerns.

Finally, the SOFA gives our U.S. Forces Police the authority to enforce laws and regulations in all locations frequented by Americans both on and off U.S. installations. However, in order to avoid an international incident, U.S. Forces Police coordinate all off post activities through the German Police liaison located in the our U.S. Forces Police station.

(2) How we anticipate public concerns, prepare for these concerns and react in a proactive manner.

As community leaders we are proactive in addressing issues that impact the general public. Through careful monitoring of our environment, partnership support, liaison meetings, pro-active planning and media releases we are able to identify and mitigate concerns in advance.

We look at every situation from a customer standpoint to alleviate problems before they arise, while accommodating our customers and the community as quickly as possible.

We anticipate future concerns through participation in IC briefings, EQCC meetings, and the Kaiserslautern Community Working Council. Feedback from these forums is addressed in future products, services and operations that enable our Environmental Office to positively forecast the future courses of actions affecting our host nation.

CATEGORY 1: LEADERSHIP

Our U.S. Forces Police provide first responder assistance to traffic accidents, medical emergencies and DUIs off post and secure the scene until the arrival of German emergency responders.

The Command has re-established a semi-annual Battalion Safety and Occupational Health Council as a forum for safety policies. Responsible for integration and tracking of risk management into all activities planning, it serves as a central body for leaders to coordinate safety activities. Prior to a council meeting an informal meeting is conducted by Safety, Fire Protection Services, Environmental Management, Industrial Hygiene, and our Occupational Health Nurse ensures all combined safety, health, fire, and environmental concerns are addressed. One item from these meetings is the Commander's high priority for child safety. To this end, all CDCs are inspected quarterly by the BSB Safety Office, and any discrepancies noted are reported immediately to the CYSD for action.

(3) How we ensure ethical business practices.

Values provide us guidance to ethical business practices and our leaders enforce strict ethical standards of conduct backed by established regulations, policies and procedures. Through the use of mandatory training (sexual harassment/diversity) and EEO we have established ourselves as an ethical organization.

Ethical performance is a non-negotiable essential for the Unit Ministry Team. The most frequent problems arise in sex, alcohol, and money. These areas impact the community and are addressed in training and personal developmental counseling.

Professional standards in counseling is taught and enforced, i.e. American Association for Marriage and Family Therapy and the American Counseling Association.

Every year all employees are required to read, and sign Statements of Good Conduct. Senior leaders are required to attend the yearly ethics training (CPOC), and financial disclosure statements are filled out yearly by

our Resources Managers and others charged with enforcing ethical practices.

Finally, when a complaint is received in reference to an adverse police action it is jointly investigated by the Commander, 569th USFPF and the Commander 415th BSB. Administrative or disciplinary action is taken to include possible legal review and the Staff Judge Advocate is involved in many cases to ensure the correct title is given for an offense.

b. Support of Key Communities

How we support and strengthen our communities.

An environmental project was executed to curtail noise levels within the Final Governing Standards (FGS) to help eliminate noise complaints from the Landstuhl Civilian Community. Annually we enhance community support by hosting the German and American Special Olympics for the city of Kaiserslautern.

The 415th BSB BOSS Program has three pillars. Community Service ranks highest on accomplishments. The program gives back to the community by assisting with our Toy Outreach Program to collect and distribute more than 700 toys for needy soldiers' families, Christmas stockings to the local orphanage and assisted with the German and American Raft Race. They personally orchestrated a German and American Skate Out, where local orphanages, boy and girl scouts could enjoy an afternoon of free skating and food. They assisted the Special Olympics by personally operating a lost and found booth and facilitate clean up. BOSS Soldiers provide monthly support to the "BOSS Read to Me Program" where BOSS volunteers read to KMC students and aid teachers. The BOSS President was the 415th BSB Soldier Volunteer from January - March 2001. During this period, BOSS won Best Program and Best Event for all of USAREUR, 2001.

"Ministry of Presence" describes the service by which the community is reminded of the presence of God. It involves the chaplains of the command attending all community activities and functions and when requested to provide an invocation and offer blessings.

CATEGORY 2.0

2.0 STRATEGIC PLANNING

2.1 STRATEGY DEVELOPMENT

2.2 STRATEGY DEPLOYMENT

CATEGORY 2: STRATEGIC PLANNING

2.0 Strategic Planning

2.1 Strategy Development

a. Strategy Development Process

(1) Our strategic planning process, steps, participants, and time horizons.

Our strategic planning process is founded on the PACD (Plan, Act, Check, Do) model. Applying this model to all area of our battalion has aided us in determining the best way to conduct business. The Executive Steering Group (ESG) consists of the Commander, Executive Officer, Command Sergeant Major, DCA, DOL, DPW, PAO, S2/3, HHD, and the Quality Manager who facilitates strategic objectives of the group and disseminates information to the battalion. Using the guidance of the ESG, the Strategic Plan, and quality management processes the Directorates develop their own internal mechanisms, action plans, performance reviews, and process evaluations to refine and apply the direction of the ESG.

These key leaders, after developing the best way to achieve improvements in their sections, present strategic goals to the ESG for consensus approval. These goals are then categorized as near-term, short-term, or long-term and addressed as resources become available.

The individual directorates start their strategic planning process each fiscal year by taking the 415th BSB Command strategic plan and using it as a guideline for developing supporting action plans. The supporting action plans use feedback obtained from the 415th ESG, Senior Unit Commanders in the KMC, IC, and other customers along with long/short term goals and plans, and 26th ASG resource guidance. Many areas in the battalion develop comprehensive short term (1 year) action plans as well as forecasting any adjustments to its long-term goals through the use of QTG, YTG, FM25-101, and FP Vulnerability Assessments.

In addition to the strategic plan, all areas use the battalion's strategic calendar, a two-year calendar that tracks all activities affecting the battalion and community activities. This

calendar is used extensively throughout the battalion to reduce conflicting activities. One of our missions is to provide law enforcement support to events planned by the BSB. To accomplish this the PMO reviews their internal action plans, capabilities, and battalion objectives and coordinates with the 569th USFPF. After reviewing each successive strategic calendar event we schedule leaves and training to determine the most economical means of support.

These planning processes are continually coordinated with host nation law enforcement to coordinate emergency situations, i.e. downed aircraft response and/or increased terrorist threats directed against U.S. resources and personnel.

Using inputs from all areas provides us the necessary comprehensive list of activities, services, products and supplies that our people will need.

(2) How we ensure planning addresses: relevant data, customer, mission, opportunities, environment, technological, strengths, weaknesses, human resource, supplier, partners, financial, societal, and other potential risks.

Mission Statement

Provide Command and Control, Base Operations Support, Force Protection, and Reception, Staging, and Onward Movement [RSO] in Support of Contingency Operations, Conduct Area Operations and Support for the Joint Power Projection Platform; Enhance the Readiness and Quality of Life for the Total Force Within the Kaiserslautern Military Community [KMC] to Meet ongoing and Future Requirements.

As our strategic objectives are very broad, a continuous process in conjunction with documentation is used to prioritize and relocate resources during performance reviews.

Customer requirements are identified (strengths and weakness) by a variety of customer survey reports that enable us to identify the required actions needed to satisfy those requirements.

Aligning long/short term plans with the strategic plan and our mission statement consists of using inputs from IC, Senior Unit

CATEGORY 2: STRATEGIC PLANNING

Commanders, (21st TSC, 37th TRANSCOM, 29th SG, LRMC, General Support Center Europe, Satellite Command, DRMO, AAFES, DECA, AF, 26th ASG, USAREUR, and DA).

Data is collected from all these sources and compared to the available resources (Resource Guidance) for the given fiscal year. Project Priority Listings (USAREUR Master Integrated Priority List (MIPL), and the Life Health Safety (LHS) Project List 26th ASG) approved by the Senior Tactical Commander, the Commanding General of the 21st TSC, and the battalion commander are considered for execution.

Quarterly information on crime statistics is gathered from ORS-2 and compared against earlier community statistics. Community input from the Army Family Action Plan Symposium and Senior Tactical Commander's brief is used in providing feedback to operational sections and to determine if a solution is achievable. Many times a solution is available outside of the battalion i.e. Police patrols were writing parking tickets and the ICs were becoming concerned about the large amount of time police were spending on parking violations; the police trained personnel on each IC's staff to write parking tickets and reduce police patrols off the road time to write tickets.

To minimize the impact of missing personnel, training course attendance is planned at the time of course notification. This action allows areas of the battalion to preplan the coverage needed for vacant positions, such as the 569th USFPF currently filling the traffic investigations section for the PMO.

Each year the BSB Staff Chaplain executes a Strategic Planning Process that is conducted between Oct/Mar prior to the next fiscal year.

The Commander's safety policy addresses implementation of the Army Risk Management Program. Phase one involves senior staff training and manager's risk assessment of special community events planning, and risk assessment of all railhead

operations, at ROB, and by each unit using the railhead. Phase two implementation is scheduled by the 2nd calendar quarter. Full implementation of risk management assessment and documentation procedures will be in place at the end of calendar year 2001.

b. Strategic Objectives

(1) Our strategic objectives, timetable, and goals.

Key Organizational Driver: Readiness

Goal 1: Continue to improve the 415th BSB's capability and capacity as a power projection platform and sustainment base.

1.1. Develop, resource and implement capital investment plans to revitalize or replace essential infrastructure and enhance BASOPS support and operations.

1.2. Deliver customer-valued BASOPS support that meets the present and future power projection needs of our customers.

1.3. Capitalize on existing and new technology.

Goal 2: Maximize the capability, effectiveness and job satisfaction of the workforce.

2.1. Hire, develop and retain a quality workforce that meets current and future needs.

2.2. Enhance the quality of the work environment.

Goal 6: Plan and execute Antiterrorism and Force protection (AT/FP) operations.

6.1. Standardize AT/FP requirements across all installations.

6.2. Provide C3 to the Anti-terrorism / Force Protection Team.

Key Organizational Driver: Quality Of Life

Goal 3: Provide quality BASOPS and MWR support to customers.

3.1. Provide required and customer-valued QOL programs and services.

3.2. Meet USAREUR Quality of Life Standards.

Goal 7: Provide joint, host nation, and community relations.

7.1. Standardize and centralize all inter-agency and host nation communications.

Key Organizational Driver: Resource Management

Goal 4: Manage resources efficiently and effectively.

4.1. Improve the effectiveness of BASOPS support and operations.

4.2. Accurately project resource requirements.

4.3. Become more proactive in environmental stewardship.

4.4. Improve BASOPS efficiency while maintaining customer satisfaction.

Key Organizational Driver: Productivity Improvement

CATEGORY 2: STRATEGIC PLANNING

Goal 5: Proactively manages change through Total Army Quality / Army Performance Improvement Criteria philosophy to ensure continuous mission success.

5.1. Assess and evaluate the 26th ASG Strategic Action Plan to incorporate ever-changing requirements.

5.2. Institutionalize continuous quality improvement as a key component of the organizational culture.

5.3. Develop and implement a customer satisfaction feedback management system.

Our strategic plan is derived from our higher headquarters, the 26th ASG, therefore in this section we show how our organization structured our plans along theirs, yet we found it necessary to make minor adjustments to fit our organizational needs. Senior leaders encouraged all directorates to establish their supporting plans based on our (above) goals and objectives, to fit their needs.

These charts listed below are just three examples of how our people have established timelines for their operations (DPW, Chaplains, and DOL).

DPW Strategic Objectives/Timelines (Table 1)	
FY01 Budget Execution. Execute by 30 Sep 01.	
Contingency Operations (CONOPS) Project Execution by 30 Sep 01.	
USAREUR MIPL and LHS project list execution by 30 Sep 01.	
100% Billeting of Soldiers with Transient Requirements, by 30 Sep 01.	
Maximize Training Attendance for DPW Staff. Ongoing.	
Recognize deserving DPW staff through the Awards Program. Ongoing.	
Identify and resolve working areas Safety Deficiencies. By 1 Jun 01.	
Conduct IC briefings and resolve Quality issues. Quarterly.	
Conduct Customer Survey. Ongoing.	
Meet or Exceed USAREUR DPW Quality of Life Standards (QOL). Ongoing.	
Complete accurate Budget Projections. By 30 Sep 01.	
Resolve all Environmental Compliance Findings. Ongoing.	
Meet Energy Conservation Targets for FY01. By 30 Sep 01.	
Complete KL-east District Heat and Water privatization. By 30 Sep 01.	
Chaplains Strategic Objectives/Timelines (Table 2)	
Priority	Objective

1	Recommend a fully funded, comprehensive Religious Support Plan
2	Provide Commander with weekly IPRs
3	Update the IPR brief to include photos and music
4	Increase attendance at services by 20%
5	Increase participation in Religious Education by 100%
6	Decrease 'turn-around time' for logistical requests by 50%
7	Provide Program Administrators with monthly Stewardship Report
8	Visit to oversee and supervise all Pastors monthly
9	Conduct 2 Pastor's off-site for professional development/training
10	Insure all units are offered Suicide Awareness Training annually
11	Increase active customer base at Family Life Center
12	Receive funds in excess of \$35K for Holiday Helping Hands
13	Provide same day crisis intervention
14	Insure that BASOPs ministry is included on DA 67-9-1 of 100% of Chaplains in footprint
Timetable	Objectives
Near-term	Additional personnel / Implement a more effective / efficient process of operations
Short-term	Force Protection
Short-term	Fully Operational Orderly Room
Short-term	Implementing a Family Readiness Group
Short-term	Implementing a driver's training program for soldiers
Long-term	Communication Upgrade
Long-term	Achieve a 260 APFT unit average
DOL Strategic Objectives/Timelines (Table 3)	
Upgrade of fuel facilities, by 2002	
Upgrade the TOPS system by 2002	
Upgrade automation of all ADP equipment software	
Employees trained in the use of this system equipment as available.	

Other areas of the battalion have objectives and timelines established to fit their needs, but sometimes they are not as clear-cut. The PMO's for example has a primary objective to reduce crime by working with host nation law enforcement. However, this is an ongoing process that is difficult to determine completion dates.

(2) How our strategic objectives address the challenges in P.2.

In our first statement of the organizational profile (section 2, pg iv) we pointed out the following: "In a joint community where your largest competitor is also a major supplier, partner and stakeholder, competitive growth

CATEGORY 2: STRATEGIC PLANNING

can be a challenge. Our competitive environment will become more challenging with the expansion of Ramstein AF Base...”

This expansion of Ramstein Air Force Base to the new Gateway to Europe entails a new process for the movement of all Army and civilian personnel throughout Europe.

Requirements are being identified and will be added to our strategic objectives as the full impact of Ramstein becomes known to us. Rail and land transportation needs are being identified to ensure that new equipment requirements meet our needs for this expansion.

As stated earlier all areas use individual action plans based on the battalion’s strategic plan. An example of this is the DPW objectives stated in Table 1 supports the direction of the 415th BSB Organizational Goals: 415th BSB Readiness Goal 1 is supported by 1, 2, 3, and 4 above; Readiness Goal 2 is supported by: 5, 6, and 7 above; Quality of Life Goal 3 is supported by: 8, 9 and 10 above; Resource Management Goal 4 is supported by: 11, 12, 13 and 14 above.

The battalion stated earlier they are trying to reduce crime and are seeking ways to improve operations. Working primarily with the Host Nation the German military police (feldjagers) to provide police patrols for remote work sites in Pirmasens; in the southern corner of the KMC, we have been able to allow U.S. Forces Police to focus more patrols within the city of Kaiserslautern, where the majority of the American population is; this joint and innovative cooperation is helping to relieve our current personnel shortage.

It is impossible to attain all our strategic objectives without alleviating the strategic challenges and as the challenges decrease we hope to increase our ability to meet all objectives more clearly.

2.2 Strategy Deployment

a. Action Plan Development and Deployment

(1) How we develop, communicate and deploy action plans.

Our key result areas and goals are communicated throughout the battalion and translated into strategic objectives and action plans. These strategic objectives are then communicated to the lowest levels where resources are allocated based on the priorities set by the Executive Steering Group and the commander.

Once the battalion and community’s objectives have been established, operations orders and plans as well as host nation support agreements and interservice support agreements are written to support the objectives. Resources are allocated based on host nation support agreements and the interservice support agreement between the Army and Air Force.

The Directorates develop a series of senior management meetings after the strategic objectives are defined. Each functional area in the battalion is required to develop their own short and long-range action plans taking into account available resources and general directions from the senior leaders. Once action plans are developed, they are briefed to the senior leaders for approval. All areas throughout the battalion use this method (some areas may use slightly different approaches) to establish objectives and allocate resources towards meeting their goals.

This ongoing process involves regular meetings with the key leaders that re-evaluate previously approved strategic action plans, make necessary changes, establish milestones, prepare detailed action plans and updated strategic objectives as appropriate. From there it is each managers responsibility to place upcoming actions on the strategic calendar for the widest dissemination.

(2) Our key short- and longer-term action plans.

Short and long term action plans are based on our goals and objectives. Since the goals and objectives are founded on mission requirements, the needs of the customer and the capabilities of our suppliers; we must take into account different areas within the

CATEGORY 2: STRATEGIC PLANNING

battalion. Here are two examples of how these plans are used in the battalion (DPW and S2/3). Their short and long term plans are:

DPW Short Term Action Plan: Develop and Execute USAREUR MIPL, and LHS project lists; Complete QOL construction projects currently ongoing throughout community; Complete District Heat and water privatization in KL east; Obtain additional resources to supplement current funding levels; Resolve Environmental Compliance findings; Continue to provide quality Fire Prevention education for all customers; Maintain excellence with our support partner ITT FSG (Base Contractor); Resolve as many work area safety issues as possible

DPW Long Term Action Plan: Privatize all utilities (water, heat, sewage and electric); Execute Military Construction Army (MCA) projects for our critical QOL Facilities; Position the DPW to meet the personnel challenges of the 5 year rotation policy; Execute new Deployment Processing MCA project.

Our S2/3 (along with inputs from the Directorates) reviews ATRP, WMD, Mutual aid plan, disaster response plan, inclement weather plan, Rail Operations SOP, NEO plan, Deployment plan, Installation Access SOP, and Physical Security plans to aid the battalion in the planning and the affect on future customers.

(3) Our key HR plans derive from objectives.

The ability to maximize our human resources and become an efficient installation will depend on the ability of our workforce in becoming skilled in the use of our quality tools and equipment. Priorities are being put in place to improve training, communications, rewards and recognition for our employee's creativity and innovation.

Since we are tied to a TDA we are limited on many aspects of human resource planning, therefore we pursue contracting functions when possible, such as contract security force requirements. These projected personnel

shortfalls require us to re-prioritize our workload, solicit the assistance of volunteers, and task units to redistribute personnel.

(4) Our performance measures for tracking progress to our action plans.

Short-term action plans are reviewed daily, while long term plans are reviewed every two weeks; milestones (completion dates) measure the performance of our plans and adjustments are made when necessary. An example of this is how we coordinate with other sections and suppliers to follow the progress of our goals. This is how the S2/3, Ponds Guards, and PMO work together to track progress to meeting their action plans.

Our Force Protection measures involve the coordination of S2/3 working in conjunction with the Ponds contractor (installation guard force) to conduct yearly assessments and quarterly ATRP exercises to ensure alignment of ATRP measures throughout the community. To help the battalion measure the effectiveness of the S2/3 and Ponds coordination the PMO uses crime statistics to track types of crime in the community. This information is coordinated with the Air Force to track how long it takes police patrols to respond to incidents and to provide the number of disciplinary reports given to commanders.

b. Performance Projection

(1) Our performance projections for our key measures, short/long-term planning time horizons.

The 415th BSB has stated throughout this assessment that each area defines their plans as they reflect on the overall goals of the battalion. Our operations forecasts by the year 2002 guard manpower requirements that will be met, how ATRP augmentee forces will be trained and certified quarterly, and how all community ATRP plans will be in concert with the community OPORD. This operational example is important to us because we have the only Deployment/ Redeployment Center in Europe.

CATEGORY 3.0

3.0 CUSTOMER FOCUS

3.1 CUSTOMER AND MARKET KNOWLEDGE

3.2 CUSTOMER RELATIONSHIPS AND SATISFACTION

CATEGORY 3: CUSTOMER FOCUS

3.0 Customer Focus

3.1 Customer and Market Knowledge

a. Customer and Market Knowledge

(1) How we determine customers, customers of competitors, potential customers.

The 415th BSB customer base is determined by higher headquarters and geographical areas assigned. Units or individuals that pass through our area supporting EUCOM and NATO missions are also integrated into our strategic planning process. Our customer segments include active duty soldiers, airmen, family members, DOD civilians, DODDS personnel, retirees, tenant units, contractors, German partners, NATO and higher headquarters. (see table 3.1.a)

Tenant Units/Customers	
HQ, 21TSC	CORPS OF ENGINEERS
200th MMC	CPAC
37th TRANS	DENTAL CLINIC-P
1st TMCA	51st MED DET
90th PSB DET C	29th SG
MCT	64th MED DET
8th FIN DET C	230th MP CO
RSC	5th MP BN
DFAS	5th MT CO
DENTAL CLINIC-K	KSLN CID
MEDICAL CLINIC	DFRE
90th POSTAL	251st CTC
2143rd MAINT BN	C Co, 1st SATCOM
330 th SPT CTR	236th MED
313 th SPT CTR	HQ, 191st ORD BN
GSC-E	226th MED BN
KIC	212th MASH
DPI M130	LRMC
DRMO-K	USACPPM
SAK	DENTAL-L
MAK	WPC
USAMMCE	FAMILY
HQ 415th BSB	RESERVES
SFCU	RETIRES

Table 3.1.a

Through the use of aggressive marketing, competitive surveillance, usage assessment, market analysis, and mission assignments we

have been able to increase the number of customers from our customer segment base.

(2) How we 'listen and learn' determine key requirements for customers.

The BSB creates ongoing and accessible forums for "listening and learning" in order to adjust programming to meet customer needs: "Community Information Forums", focus groups, market surveys, Commanders Action Line, Unit Service Coordinators, BOSS Council meetings, comment cards, customer open door policies, Volunteer Advisory Council Meeting, Army Family Action Plan forums, employee exit surveys and parent advisory boards.

The 415th BSB is in the process of developing a customer exit survey using measurements for success against other BSBs, ASGs and USAREUR communities. These survey results and current results and analysis will further assist us in marketing decisions based on projected customer needs.

The BSB meets quarterly with customer representatives such as ICs to exchange information on status of services to provide insight to customers' needs. Daily call-ins, office calls, and site visits to customers (many are senior military commanders) provide constant up-to-date information.

Information gathered from customer comments on the quality of services and equipment are relied upon to determine our priorities, develop programs and justify budget submissions for purchasing decisions. Customer comment cards measure the level of customer satisfaction, while semi-annual boards comprised of the customer representatives and the 415th BSB commander assess the level of performance provided. Comment cards are used extensively in the DCA area as a tool to monitor the pulse of programs. This tool is used to listen to customer desires, wants, and concerns.

Feedback on how we meet the needs of the customers is also provided by: Newspapers, AFN survey, Hometown News Center Surveys, after action reviews and outside agency assessments e.g. JSIVA, IG, CIP USAREUR Red Team and USAREUR ATPF.

CATEGORY 3: CUSTOMER FOCUS

Periodically, the BSB solicits feedback from customers by surveys to detect their perceived needs and expectations for programs and services. In addition, we use quality control surveys of existing programs and survey newcomers with the question, for example: “what are you looking for in religious support?”

The BSB holds an annual family action plan where delegates from the community representing our various customer segments help to identify issues and concerns for these diverse customer groups. Senior leadership is briefed on

prioritized issues from each of the working groups and a community action plan is developed. Regular updates are provided to customers through electronic mail, local newspaper, and leadership forums throughout the year on progress made to resolving concerns and issues raised at the forum.

(3) How we determine key service features and importance to customers for current and future marketing, planning, and business developments.

Key Services Provide	
After School Care Center Airport Shuttle Alcohol And Drug Awareness Program (DARE) Army Community Service Center Army Family Action Plan Army Family Team Building Auto Repair Services Automotive Self-Help Repair Advice Bowling Center Bus Shuttle Service Car Storage Service Catering Services Central In And Out Processing Center Central Processing Facility Centralized Equipment Point Centralized Pre-Deployment Processing Chapels Child Care Services (Hourly, Full-Day And Part -Day Preschool) Child Development Centers Child/Youth Central Enrollment/Resource And Referral Clubs And A Lounge, Snack Bar And Conference Center Community Information Forums Community Park Community Property Book Office Conference, Facility Rental, And Catering Services Counseling Dinning Facilities E1-E4 Free Child Care Program Educate In Family Life Educational Centers Employment Readiness Ethnic Observances Family Life Center Family Readiness Financial Management / Budgeting Cell Financial Readiness Fire Station Food Vouchers Force Protection Host Nation Support Information And Referral Installation Coordinator Councils	Libraries Library And Internet Services Literature M16/M9 Range Mail Rooms Medical And Dental Clinic Military Security Mini-Storage Service Mobility/Deployment News Reporting Outdoor Recreational Center Personnel Actions Personnel Support Center Photo Studio Photography Services Physical Fitness And Personal Care Services Such As Massages And Facials POV Storage Center For Deploying Soldiers Private Organization Support Publicity Publicity Recreation Equipment Rental Recreation Travel Services Religious Support Relocation Readiness School Liaison Senior Tactical Commander's Conference Special Openings And Surge Child Care Options Speedy Lube And Tire Services Speedy Prep: Vehicle Preparation And Detailing For Shipping Back To CONUS Speedy Wash Sustained Support Operations Towing Service Traffic Management Training/Training Aids Transportation Fleet Unit Fund Support Unit Level And Intramural Sports Programs Value Added Tax Relief Veterinary Services Volunteer Coordination Youth Ministries Youth Services: Teen Programs, School Age Services Youth Teen Center

CATEGORY 3: CUSTOMER FOCUS

Test marketing, consultation of professional trade journals, and analysis of customer feedback provides necessary input for our design and/or redesign of products for the customer.

The BSB is very aggressive in offering new, innovative products, services, and programs to its customers, especially in the DCA area. We evaluate these new initiatives, employing a three-step process. First, after market analysis and the decision to implement is made, the initiative is given a reasonable trial period. Secondly, during the trial period, data and results are analyzed to assess customer acceptance. Finally, the decision to continue or cease is made.

New initiatives are not always successful, our philosophy is to be aggressive with implementation of new initiatives and to improve, hone, and expand initiatives, which prove to be successful.

(4) How we evaluate and improve our listening and learning methods.

"Listening & Learning" is consistently encouraged in staff meetings, taught in training venues, and used to determine the needs and directions to improve our listening skills. Customer service training is included in our orientation program. We also provide ongoing updates to our front staff using a variety of training methods i.e. workshops, role playing, etc.

The BSB reviews issues received from quarterly meetings and looks for ones that are common to each customer representative. They evaluate the trends of how many issues are received per quarter from all representatives, how many are resolved within a specific period, analyze customer comment cards, and at the semi-annual board scored trends are used to give an indication of improvement.

3.2 Customer Relationships and Satisfaction

a. Customer Relationships

(1) How we build relationships to satisfy customers and increase business.

Through the use of surveys, ceremonies, awards, and feedback we address issues of

concern to our customers and how to assess the effectiveness of our products and services. This positive approach builds good relationships with current customers and fosters relationships with potential customers.

The battalion uses several methods to build relationships with customers; DPW publishes a customer support guide; quarterly meetings with customer representatives to discuss any issues or priority requirements; many of our directorates and staff offices have web sites that customers can access. The DCA makes it a point to personally contact customers who submit a negative comment card. Additionally, to educate and foster better relations with the younger members of our community we provided the DARE program, McGruff the Crime Dog, and Child fingerprinting at community functions. This practices enhances and builds upon customer relationships.

For new soldiers and spouses arriving in country we use in processing training to first establish a positive relationship. Relationships are built initially by the image the BSB staff presents during initial briefings at the In-processing Training Center. The BSB staff presents a warm, caring, and approachable organization that provides enjoyable activities, that are relevant, and utilized by people. Building these relationships happens with every contact made by our staff and the customers we serve.

(2) How we determine customer contact requirements. Our access mechanisms for customers to seek information, conduct business, and make complaints.

To maintain liberal access to customers we use several other methods such as liaison meetings, surveys, customer comment cards, and letters to the editor. In addition our PAO publishes features and articles in the local media.

To educate the community on our services and capabilities we utilize newcomer's briefings, host nation orientations, community information forums, and community special events.

Because customers vote with their feet we compare attendance data with our competitors to provide one measure of customer satisfaction.

CATEGORY 3: CUSTOMER FOCUS

We maintain a customer “open door” policy and encourage facility managers to solicit feedback and commentary. By conducting marketing surveys, focus groups, comment card analysis and advisory boards, such as the Child/Youth Parent Advisory Boards, to assess customer satisfaction we involve the customer in our ongoing self-assessment and improvement plans.

(3) Our complaint management process and how we ensure that complaints are resolved effectively, promptly, and analyzed for use in improvement.

Our complaint management process includes an open door policy, a civilian personnel office, management employee relations, on the spot corrections, and customer feedback.

Action-Line complaints are registered, evaluated, and forwarded to the appropriate agency (Army/AF) for resolution and a response is given within 72 hours. Selected cases are published in the community newspaper under the “Commander’s Action Line” column.

Other avenues available to the customer are the executive steering group or the Directorates themselves. Directorate chiefs often answer customer questions and resolve certain issues. Complaints are analyzed and solutions are developed to further improve the process. Law enforcement receives their complaints by phone or in person and must coordinate with the 569th USFPF commander to conduct investigations.

The BSB has a customer comment card and quality assurance evaluators to evaluate customer input. Customers can call any management level with oversight of service provided for resolution. Service complaints are discussed either formally or informally with senior management and all managers are empowered to resolve complaints within their areas of responsibility. The few areas of the battalion that still use informal methods are working to formalize their processes.

Leadership is cognizant of the need to respond promptly to customer concerns. In the DCA, front door managers noted that the old system of having comment cards sent directly to

the Director of Community Activities and then sent back down through the chain of command to the front door manager resulted in a two week delay due to the military mail/distribution system. Front door managers found that many of the comment cards suggestions/complaints could have been resolved on the spot and so suggested that the front door manager have the first opportunity to respond. The comment cards are now handled at the front door level but still forwarded to the Director of Community Activities and commander for review. The new system allows more immediate resolution of customer concerns.

(4) How we keep our approaches to satisfaction determination current.

Customer concerns are responded to in a timely manner, and our employees are continually seeking out better ways to meet the customer’s changing requirements. Constant review of the feedback methods, data, trends, and inputs from the individual directorates and their staff allows us to pursue improvements in satisfaction levels.

The BSB is continually seeking new ways to improve satisfaction through the use of trade and professional journals, guidance from the regional contracting office, and through their better business practices program with local businesses. These improvement methods enhance our customer relationship and enable us to address future products and planning.

b. Customer Satisfaction Determination

(1) How we determine customer satisfaction and dissatisfaction for improvement.

There are many avenues provided to the customers; the commander’s hotline, the executive steering group, or to the Directorate for immediate answers and resolution.

Our military and civilian customer groups have different requirements identified and can be resolved using the Community Information Forum, the open-door policy, customer comment cards, surveys, formal meetings, boards, After Action reviews, and other forums such as the STC/Tenant Unit feedback.

CATEGORY 3: CUSTOMER FOCUS

Through personal contact with customer representatives, unit, and organizations customer satisfaction levels are determined. Satisfaction levels are assessed and steps are taken to constantly improve levels of satisfaction.

The BSB conducts several customer surveys annually. Customers are asked to rate existing programs using a five-point scale (1 = worst, 5 = best). Data is analyzed and survey results are discussed with the appropriate Directorate.

The second survey focuses on the broadness, availability, and usefulness of all the programs and services in the KMC.

(2) How we follow up with customers on services and recent transactions.

The customer receives immediate feedback to their complaints from the employee delivering the service. This immediate follow up builds a base for trust between the employee and the customer. The employees are empowered to resolve the problem, but if they (the employee) find it necessary they maintain open communication to higher headquarters for review.

Finally through written correspondence, email, telephone contact, Command Inspection program review or customers' calls, we are able to follow-up on the customers concerns.

In one Directorate, the customer comment cards are held in a pending file after the resolution of the complaint. The division chief then follows up 2-3 weeks after the complaint was resolved to insure the customer is satisfied with the service received and the complaint resolution process. Customer feedback has indicated that customers were impressed with the timeliness of the resolution and also the follow up to insure their needs/expectations are still being met.

(3) How we obtain and use information on customer satisfaction.

Customer surveys, comment cards and meetings with the customer give us the indicators of customer satisfaction. The BSB analyzes this along with sales trends, usage data and assessments of customer satisfaction. This information is then used as part of our strategic

planning. Since one of our goals is to not only meet but to exceed customer expectations we encourage feedback from satisfied customers. In the DCA one of our surveys asks "How Can Our Youth Sports Program Serve You Better". We are continually looking for ways to make our services better, to create new programs and services, and to make existing programs and services more accessible.

(4) How we evaluate, improve, and keep your approaches to satisfaction determination current.

Our relationship with the customer is not only to provide a service, but also to tailor that service to the individual or groups needs. Our quality management structure includes individuals from every customer base within the organization. Comment cards, customer surveys and other forms of communications allow our customers to determine whether our processes meet their requirements.

Constant feedback from customers, trends of complaints, verification of compliance with quality of life standards and use of better business practice standards provide additional assistance to assess satisfaction levels.

CATEGORY 4.0

4.0 INFORMATION AND ANALYSIS

4.1 MEASUREMENT AND ANALYSIS OF ORGANIZATIONAL PERFORMANCE

4.2 INFORMATION MANAGEMENT

CATEGORY 4: INFORMATION AND ANALYSIS

4.0 Information and Analysis

4.1 Measurement & analysis of organizational performance

a. Performance Measurement

(1) How we gather and integrate data and information to support daily operations.

Decisions are made from the information received through our customer feedback mechanisms such as comment cards, informal evaluations, and hotline calls. Additionally, information and data are gathered and integrated throughout the directorates to improve service to the customer. Situational reports of ongoing functions are provided weekly to senior leadership, and other data is constantly analyzed and decisive actions taken to offset negative trends.

The DPW compiles data from the automated Integrated Facilities System as work waiting accomplishment, work in various stages, and work completed. Resource data is tracked daily including manpower, and materials to determine what work can be performed. The quality council team meets weekly or as required to discuss work projects and designs. Work requests are submitted and coordinated by one point of contact on each installation. This gives installation commanders and their staff overall responsibility for prioritizing work requests and performing quality control of requested services or products before submitting requests to DPW for execution. Once a work request is submitted, a cost estimate is completed and the project is programmed for execution.

The law enforcement section collects raw data on all daily customer service issues; the police blotter covers daily actions taken by patrols and investigators in relation to law enforcement. This report is distributed to local commanders and higher headquarters. Key leaders receive real time update on administrative and criminal activities. Actions involving soldiers, family members and civilians are forwarded to local commanders or the civilian misconduct board for action. By regulation, quarterly information on crime

statistics is gathered from ORS-2 and compared against earlier community statistics. Community input from the AFAPS and STC's brief is discussed with the operations section and 569th USFPF leadership at weekly operational meetings. If a solution is feasible, changes in SOPs or daily instructions is disseminated.

(2) How we select measures for tracking daily operations & organizational performance.

Key leaders identify and evaluate whether or not processes and plans are working, while goals, objectives, and higher headquarters' requirements determine what data is measured to evaluate the plans. By using a weekly suspense tracking sheet, strategic calendar and a mission tracking board we can monitor operations affecting our daily operations. Staff call are also key to sharing information and informing our internal customers on missions, taskings, and exercises. Other measurement approaches on how we meet satisfaction levels include customer data, employee data, and operational data. Weekly, we provide situational reports to higher headquarters, which summarizes informational update of ongoing action, services and programs.

A variety of forums to gather and disseminate guidance throughout the battalion include: normal weekly staff calls, bi-monthly threat working groups, monthly force protection working group, e-mail, liaison with the local KMID, phone, mail, faxes, personal contacts, surveys, and the monthly Personnel Management Indicators from the Personnel Services Battalion.

(3) How we select the effective use of key comparative information.

The constant monitoring of the current status of comparative data, allows the executive steering group to select and project future performance and effectiveness. If the comparative data is no longer appropriate, other sources are researched and new studies explored.

CATEGORY 4: INFORMATION AND ANALYSIS

Since there are such a wide range of MWR activities, we have selected appropriate metrics that enable us to measure performance against goals in each activity. By utilizing various financial metrics such as ratio analysis, variance analysis, execution rate analysis, and non-financial metrics (trend analysis, usage and attendance analysis, and productivity analysis) we are able to project current trends in outside support activities.

Another example of how we tract data is in our law enforcement section. The criminal data from ORS-2 (determined by regulation AR 190-45) provides raw data to determine current trends in the populations' habits.

Finally, to seek out comparative and benchmark units we use data that supports currents programs i.e. budgets, inspection findings, quality of life standard, reimbursable, mission accomplishment, and contingency operations.

(4) How we keep our performance measurement system current.

The 415th BSB constantly monitors its performance, not only against our established strategic plan, but also against its competitors, ensuring our goals remain aggressive. A few additional areas we use to keep ourselves current is data from higher headquarters, contracting best business practice standards, and customer feedback.

In non appropriated facilities we generate funds that are reinvested back into the community. Some of our big projects include renovation of all three clubs, and new equipment for the auto craft shop. Every year, the commander and members of the command prioritize a list of projects for execution with non-appropriated dollars. The projects are selected based on need and a commitment to updating facilities and infrastructure. There are established regulatory financial standards that the battalion uses as a goals to determine financial success. Every month, the commander, DCA, financial manager and others ensure that managers are adhering to

their budgets and review financial statements. This same data is briefed at higher headquarters and benchmarked against other similar units in the area. Commanders in the same headquarters share information on their successes and failures. Good ideas are incorporated into other battalions. For instance, our very successful Speedy Services (oil change facility) was introduced into two of the other battalions based on the success of our facility.

Another important service we offer to the community is that of force protection. The battalion makes recommendations to the senior tactical commander on all issues related to force protection. We have a coordinated force protection plan with all 9 installation coordinators and the Air Force. We have a regulatory requirement to conduct two exercises a year. We have recently increased that requirement to one every quarter based on feedback from our customers. In February of this year, we conducted our first joint hostage negotiation exercise in conjunction with host nation. We are prepared to react to any level of threat. Joint action force protection working groups are held every quarter to share information, train installation coordinators on current threat, identify training needs, guard orders, exercises and force protection projects. Other members of this committee are: provost marshal, military intelligence representative, and commander (chair). All potential threats are reported to each installation coordinator, military police, and the MACOM force protection officer. Our force protection officer attends threat-working group of our neighbor (Air Force) and coordinates and shares information with the school force protection officer. Additionally, all newly arrived soldiers receive a level I briefings on force protection.

The community's religious support plan begins with inputs from the congregation. The customer decides what programs are relevant to the community. This information is then

CATEGORY 4: INFORMATION AND ANALYSIS

translated into programs and budget requirements. The plan is approved by the commander and submitted to higher headquarters. Currently, all our religious support needs are met in the community. In February of this year, the community opened its first Family Life Chapel, which provides counseling service to married couples. Based on feedback from the community and the increase of divorces and separations, spouse and child abuse cases, an assessment was made that a counseling service that catered to married couples would be a valuable service to the community.

In DPW, our maintenance and construction projects are administered through a performance-based contract. The contractor is well integrated into the community. All work orders and service orders are completed within certain time standards and can be reported 24 hours a day. Work orders are classified as routine, priority or emergency orders. This helps with the prioritizing of requests for execution.

For major construction projects, a production schedule is published and monitored for every construction project. A quality assurance team ensures the project is completed to construction standards and meets the satisfaction of the customer. The process for a construction project begins and ends with customer and supplier involvement.

b. Performance Analysis

(1) What we analyze to support our senior leaders' performance review.

Analysis review at different levels throughout the battalion produces metrics that provide an overall view for our senior leaders. Trend and variance analysis is conducted throughout MWR activities; and, DPW analyzes data to verify quality of life standards, determine training needs, identify safety hazards in our environment, and to show personnel recognition.

The use of customer comment cards and surveys provide refinement information to our internal standard operating procedures.

To fully understand the organization's performance, the Staff Section has to analyze and integrate data from multiple sources. We do this in an internal review and analysis conducted at directorate level.

(2) How we communicate the results to work groups to effectively support decision-making.

We prepare, maintain, and distribute a comprehensive continuity notebook on annual historical accomplishments to continually improve performance. We direct that AARs be written on all actions and that action officers review AARs in preparation for future actions and benchmark against past performance. We live by the motto, "who else needs to know?"

In progress reviews (IPRs) with individual program managers are routinely scheduled; staff meetings are utilized to communicate results of trends/variance analysis and positive/negative trends. Results are disseminated through multi-level staff meetings, web page, email, phone, one on one contacts with organization members and quarterly STC briefs.

(3) How we align the results of analysis with our results, objectives, and action plans.

We align results by comparing our analysis feedback with the proximity to our objectives. Results are tied to personnel productivity and organization funding levels, and analyses are used to verify training requirements, develop funding programs, upgrade work environments, and refine recognition programs.

Action plans use organizational level analysis results to determine focus of resources.

4.2 Information Management

a. Data Availability and Quality

(1) How we make data and information available.

CATEGORY 4: INFORMATION AND ANALYSIS

We disseminate information to the workforce, customers, and partners via staff meetings, email, monthly financial performance reviews, Internet links, financial data meeting, strategic community calendar, web site, media channels, ASG report cards, and weekly reports. Data is also disseminated through phone, one on one contacts, quarterly STC briefs, JAWG, TWG, event calendars, SIPRNET, NIPRNET, and secure fax.

Additionally customers can access information through meetings with management, surveys, commander's forum, and provost marshal network server.

Information and data analysis are performed in the battalions submitted through various channels to senior leaders. Every week leaders are briefed on upcoming events, activities and issues in the community. Every quarter, the battalion provides subjects of interests to commanders and first sergeants of all battalions and separate companies. The topics are based on input from the commanders and suggested topics from the battalion. E-mail is another source of sharing data with leaders. Situational reports detailing key projects, programs, services, and quality of life issues and solutions are submitted to higher headquarters every week.

This report is consolidated at brigade level and forwarded to USAREUR headquarters for review. Every quarter, nine Installation Coordinators are briefed on the current status of construction projects, fire and safety concerns, environmental issues, service orders/workorders and quality of life concerns.

Annually, the battalion conducts a family action symposium, which results in issues that are important to the community and the Army. These issues are briefed to the senior leadership and tasked to agencies for action.

The process results in leader involvement in resolving issues. A plan is published and feedback provided to the community.

Every staff section has a representative for official files and records, maintaining data and

information, points of contacts, sources of information, and links (how we use it and who needs to know).

Finally, training record reports are compiled and printed periodically for key leaders to access as needed.

(2) How we ensure data integrity, reliability, accuracy, timeliness, security, and confidentiality.

Through the use of standard operating procedures and multi-level reviews, information is validated for clarity through the responsible section. Strict adherence to regulations for information assurance and computer security baseline is a must. Our in-house training systems limit data accessibility with passwords and sectional POCs. Continuous updates to information within our systems are checked for accuracy and to ensure validity.

The DCA uses a central accounting division and the 26th ASG financial management division to provide checks and balances for financial data integrity and reliability.

The ASG provides oversight and conducts regular inspections and audits to ensure quality control and compliance with policies. An established schedule for data submission as well as an accountability system for meeting deadlines are used. Surprise cash counts are routinely conducted as an additional check and balance.

Key staff members ensure data is correct, reliable and accurate; the Directorates ensure data is submitted timely, securely, and confidentiality is maintained at all times. Standard security procedures are used to safeguard written material.

Within the PMO all data is entered as soon as it is received from patrols or investigators and is kept on the PMO network (stand-alone) that is password protected. This data is entered daily and secured (standards in AR 190-45).

The Chaplains have an internal control that includes spot checks to determine the accuracy of counts of people and money. Information

CATEGORY 4: INFORMATION AND ANALYSIS

kept on computer is accessible only by the computer operator; office files are locked with limited key control access and all members of the staff are briefed on the sensitive nature of names and addresses to maintain a “close hold.”

(3) How we keep data and information available and current with business needs.

The battalion’s key members discuss results and recommendations with members of their sections, develop and define action plans, and the directorates select, evaluation and implement goals and priorities based on these actions.

Personnel are trained to implement their automation development plans to ensure proper handling, dissemination and safeguarding of information; availability mechanisms are continually aligned to keep current with better business practices, higher headquarters guidance, and trade journals and publications.

Computer programs designed by DA are in place and are a vital instrument in our data and information mechanisms. One such program is the ORS-2 software that was updated from ORS and is now being replaced by a new data based called COPS.

b. Hardware and Software Quality

(1) How we ensure hardware/ software is user friendly.

Our employees are required to attend regular training and seminars on the use of new hardware/software to ensure reliability. Additionally, we provide continuous training to system administrators through classes, trade fairs, and publications.

Our higher headquarters (26th ASG) has developed an automation upgrade plan for all BSBs that will provide a systematic plan for upgrades, manning, resources, and on-going training.

Systems are tested and maintained by our system administrator who ensures the most current anti-virus software is available and updated regularly. Working with individual

staff sections the administrator helps identify deficiencies, prioritize upgrades, and ensure sections purchase and install the latest software such as Windows 2000, MS Office 2000, and train individual section computer system administrator. The Information Systems Security Officer identifies the most current hardware/software and ensures the users are given a hands on class or demonstration, until they are able to attend required training. Finally, products received from DA have been tested and feedback from units is collected.

SOFTWARE	Chaplain Staff SME
Forms Flow	Secretary
Power Point ©	Deputy Staff Chaplain
Excel ©	Resource Manager
Word ©	Staff Chaplain
Access ©	Resource Clerk

Figure 4.2.b Software Subject Matter Experts

The Chaplain’s staff has established a Subject Matter Expert in software system to help relieve the need for all personnel to be proficient in all systems.

With all of the controls we have established internally and externally, hardware and software is still controlled by regulatory requirements. However, each member of the battalion is tasked to be proactive on the use of new programs until such time as formal training can be provided.

(2) How we keep software and hardware systems current with business needs.

By maintaining close ties with our suppliers and the latest publications we are able to maintain the latest software available and reduce downtime and maintenance.

Our automation personnel stay current with changes in computer/technology systems by attending the annual Hanover Technology Expo, contracting better business practices, higher headquarters guidance, and trade publications.

Alpha and Beta tests of automated systems are performed prior to fielding and updates of new versions are approved by DA prior to distribution. All of these practices are used in conjunction with the development of our

CATEGORY 4: INFORMATION AND ANALYSIS

automation modernization plan to ensure personnel are trained and systems are reliable.

CATEGORY 5.0

5.0 HUMAN RESOURCE FOCUS

5.1 WORK SYSTEMS

5.2 EMPLOYEE EDUCATION, TRAINING, AND DEVELOPMENT

5.3 EMPLOYEE WELL BEING AND SATISFACTION

CATEGORY 5: HUMAN RESOURCE FOCUS

5.0 Human Resource Focus

5.1 Work Systems

a. Work Systems

(1) How we design, organize, and manage work to promote cooperation, innovation, culture, and the flexibility to keep current with business needs.

Internal partnerships are developed and employees understand the organization's goals on readiness and the emphasis on quality of life.

Innovations that support our goals are: "Make a Difference Day", where volunteers throughout the community are united to accomplish needed maintenance projects in local schools. Effective communication is achieved through email, staff meetings, SOPs, MOA's, OPORDS, open door policy, employee surveys and public forums. Employees maintain a balance between the old fashion interpersonal communication methods and the expanding electronic communication forums.

To streamline the management process and yield improvements, we categorize and distribute workload to the appropriate sections, cross train personnel, empower the lowest levels, encourage participation in organization events and partnership with customers.

The reclassification of many job descriptions has provided management the flexibility to assign duties and give the employee new skills to respond faster to our customer requirements. Flexibility enables us to better reward the employee for high performance and produces team-oriented results, jobs that empower, train, educate, and promote equal opportunity.

Using current and standardized job descriptions, positions are recruited and filled through submission to CPOC. Although CPOC is responsible for the recruitment of our positions, our CPAC assists in developing creative and innovative methods to recruit qualified candidates. Military positions are determined by MTOE and are integrated into the workforce thus ensuring our work force meets the needs of the organization.

Directorates are tasked based on the following criteria: (1) Functional area responsibility (2) Who is present for duty during critical times? (3) What is the current workload of the person? (4) Are there any others who are

subject matter experts? Area coverage tasking is based on which chaplains are physically located in the vicinity of the unit without an organic chaplain. Cooperation is a dimension that is exemplified by the battalion team.

Teamwork and Family concepts is heavily promoted, each individual is encouraged to think and speak as opposed to listen and act.

(2) How we motivate employees to their full potential.

Motivation of our employees is vital to attain the goals we have set for ourselves in our strategic plan. Employees are aware of the doctrine as well as ownership for the achievement of our goals. Individual development plans are utilized to encourage professional development consistent with our goals.

Re-engineering jobs from specialists to generalists allowed us the flexibility in meeting daily challenges and new mission requirements. Opportunities for cross training are maximized to meet customer needs while providing our employees the opportunity of further professional development. Developmental programs allow all employees to enjoy the benefits of gaining skills, knowledge, and the satisfaction of improving services. We also support staff development by paying for professional credentials and reimbursement of tuition. Developmental opportunities, performance awards, public recognition, and Commander's coins challenge employees to excel. Providing training, tools/equipment, and a harmonious working environment encourages employees' independent thinking and methods for improvements.

Employees are empowered to take on challenging missions and given the flexibility to accomplish them without micro-management. Supervisors provide end-state and guidance but not directives on how to accomplish the mission.

The battalion's policy is that every member of the organization will be allowed, as often as possible, to attend free computer training. The battalion reserves TDY funds to enable employees to attend annual professional training.

CATEGORY 5: HUMAN RESOURCE FOCUS

Our HHD requires enlisted soldiers to participate in Sergeant's Time training each Thursday as well as daily physical training.

The battalion has an established award system to encourage performance initiatives. Directorates submit requests based on the employee's contribution. An awards panel assesses the merits of the request, and recommends approval/disapproval to the commander. (Figure 7.3.a-4)

(3) How our employee performance management system and feedback to employees support high performance.

Management meets with staff regularly to measure progress toward goal achievement; this is integrated into the individual performance plans of staff.

Honest and direct feedback is provided to employees and excellence is rewarded through professional development opportunities and monetary compensation.

The employees evaluation system provides us with the tools to link organization mission and strategic direction. Supervisors meet with employees to chart the course for the employee then align formal training, promotions, monetary and honorary awards. Monthly counseling provides feedback and guidance to employees to make corrections if necessary.

We adhere to our philosophy of awarding results-oriented employees with team and individual non-monetary recognition, financial awards, time off awards, and non-monetary recognition in the form of commanders awards and public recognition.

The organization is required to submit visionary goals and objectives on its basic functions to which employees are held accountable. Different levels of recognition and awards are given based on the difficulty of the mission.

(4) How we accomplish effective succession planning for senior leadership.

Using continuity books, overlapping, community orientation, cross training, and mentoring programs we allow subordinate level employees to gain the skills, knowledge, and

ability to prepare for successful upward and lateral mobility transitions.

Our business procedures have been formally documented to allow clarity of job processes and duties during staff rotation and transition. Formal procedures are continually reviewed and updated when necessary for enhancement and improvement.

(5) How we identify skills needed by potential employees.

Supervisors and managers developed multi functional job descriptions for civilian positions based on the knowledge, skills, and abilities required for the position. As a result supervisors are empowered to rewrite their positions and requests for reclassifications are forwarded to Civilian Personnel. Our CPOC is responsible for civilian recruitment action, which includes preparing referral lists and scheduling personnel for interviews. A selection panel is established to interview and select employees. This panel process ensures new team members' skills and qualifications are aligned with our organizational goals and values.

Management analysis of job requirements identifies key skills (i.e. knowledge, skills, and abilities) that are needed. Continuous training of employees allows for upward mobility and assures that the most qualified employees are available within the work force.

Retention of current staff is encouraged and "promote from within/growing our own" policy is applied whenever feasible.

5.2 Employee Education, Training, and Development

a. Employee Education, Training, and Development

(1) How our education and training contribute to the achievement of your action plans.

Execution of our strategic plan depends on our most precious resource "Our Employees." By equipping employees with tools and education we are able to meet and exceed customer expectations and foster continual program and service improvement. Our philosophy of continual improvement can only be achieved in a culture that supports development and learning.

CATEGORY 5: HUMAN RESOURCE FOCUS

Our organization is heavily automated in support of standard business practices and engineer specific functions. Training is necessary to use these systems and this state of the art engineering processes is necessary to help the organization become more effective in productivity and fiscal policy. Local and internal training is used for short-term objectives and cross training, mentoring, trade fairs, and higher headquarters sponsored training is used for long term objectives and employee skills development. Specialized training enhances the employees' ability and job performance by equipping them with the necessary skills. Short and long term objectives build upon each other creating an environment conducive to employee development.

An example of this is: Cross training allows employees to move to different sections within the PMO and provides them additional skills; training schools on various software allows PMO to improve analysis of crime statistics and focus resources.

The human resource-training plan of the UMT grows out of the services provided by the Office of the Staff Chaplain. Sergeant's time training topics relate to support services (logistics, resource management, marketing and publicity), personnel (including personnel actions, sponsorship), and operations (calendars, synchronization, Military Decision-Making Process) all aid in broadening the educational level of employees and mission readiness.

(2) How we design training to meet current/future business and individual needs.

Training is a customer service provided to the employee; a well-trained individual will help maintain and improve current and future business. Priorities for training are established and measured based on employee desires, customer requirements and work demands. Customer feedback, surveys of managers, and employee assessments identify the needs for our employees and training required to meet those needs.

Skill levels are determined (DA, USAREUR, and 26th ASG) and compared to

the skills needed to support the organization's goals and objectives. By analyzing type of education and training we provide against the critical tools needed, we are able to keep abreast of changes in technology and project events over the horizon.

The UMT analyzes its processes to determine specific tasks requiring current or new skills, human resources are screened to determine current capability, and finally plans are formulated and training provided if required.

(3) How we seek/use input from employees, supervisors, and managers on training needs.

By conducting meetings on individual development plans we are able to develop formal training plans with flexibility. We evaluate training with employee feedback to adjust the delivery and appropriateness. This flexibility option (self-paced, correspondence, and workshop format) was developed in response to employee inputs.

By soliciting training requirements from personnel we are able to provide information on available training when needed. Using this query from our employees and supervisors for critical input has enabled us to help employees meet goals and professional milestones.

Supervisors receive inputs on the training provided to employees through counseling. When an employee (returning from training) states a course was not relevant or well conducted, no additional employees are sent to that course and the funds are redirected to other relevant courses.

The requirement of an after action report allows the commander the flexibility to assess the usefulness of the training. The commander uses the information to make a decision on future training opportunities.

(4) How we address employee education, training, and development associated with technological change, management/leadership development, new employee orientation, safety, performance measurement improvement, and diversity.

Education and training are critical to keeping abreast of changes in technology and to project future improvements. Specialized training

CATEGORY 5: HUMAN RESOURCE FOCUS

enhances the employees' ability and job performance by equipping them with the necessary skills, querying employees for input on training plans enhances short and long-term objectives and aids in employee development, and employees are encouraged to seek out training opportunities.

Training methods utilized consist of classroom instruction (most frequent), augmented with correspondence, web-based and on the job training design by their own section.

In the PMO, OJT training is used to reinforce and apply newly learned skills (emphasizing organization values and guiding principles) and standards for law enforcement and administration.

New members of the team are required to provide a self-administered skills inventory for use in the development of their individual professional development plans; timetables are established and reviewed monthly. The employee receives an orientation to the organization, functional plans, the section's organizational profile, and the relationship of our mission to the battalion, the Air Force, and the 26th ASG.

(5) How we address developmental, training, diversity, management, new employee orientation, and safety needs.

New employee orientation is conducted by the servicing CPOC and the employee career program managers on specific training immediately upon arrival. Directorates conduct new employee orientation that includes diverse training methodologies (provided by EEO), on-the-job training, stand-alone orientation workshops, and mentoring programs. Safety and force protection briefings are provided as requested, training in sexual harassment and SAEDA are conducted as required by the Army, and specific training needs are disseminated to the BSB/HHD who schedule schools and conduct additional training.

(6) How we address performance excellence in education and training.

Visionary leadership sets standards of excellence and emphasizes these standards with

staff, during new employee orientations, and monthly progress reviews.

We educate employees on methods for tracking performance in new employee orientations and individual performance plans and develop and distribute metrics that show comparison to key competitors and benchmarking against national accreditation and industry standards.

As the employee becomes more familiar with the battalion they receive more responsibility and empowerment. Employees' periodic counseling ensures they are aware of standards and requirements and that excellence is rewarded through professional development opportunities and monetary compensation.

Performance measurements and standards are established by regulation and re-enforced through the use of professional schools, counseling, quality control, and benchmarking.

(7) How we reinforce knowledge/skills on the job.

Our leadership provides monetary resources for education and training opportunities for employees who wish to increase knowledge and skills. New knowledge and skills learned are incorporated into individual development plans, organizational strategic plans, daily program operations, and networking with other agencies and employees. The completion of competency based training in conjunction with assessment results in increased levels of empowerment.

Supervisors assess the effectiveness of the training by evaluating the employee during his or her job performance counseling.

Leadership establishes priorities in the military training of our soldiers. Soldiers are sent to various courses and training to enhance readiness and upward mobility in their military specialty.

5.3 Employee Well being and Satisfaction

a. Work Environment

How we improve workplace health, safety, and ergonomics.

Our goal is to provide a safe working environment for our employee. Our mission to achieve this goal resides with the directorates,

CATEGORY 5: HUMAN RESOURCE FOCUS

supervisors, and employees through inspections and findings. Successful improvements to the work place are passed on to other directorates for possible implementation in their work area.

Sections in the battalion have a building fire marshal and safety officer trained by the installation fire and safety office. The local safety officer provides awareness programs, daily safety checklists, ergonomic consultation, advice, and periodically reviews current programs. Integration of Safety and DPW jointly working on construction projects ensures that upgraded facilities incorporate safety standards that comply with host nation and US safety regulations.

Safety, Fire and CIP inspections are mandatory and are used to ensure the workplace is free of hazards. Employees' suggestions on ergonomics are honored to increase morale, safety, and mission effectiveness, thus eliminating possible cases of workman's compensations due to negligence on the part of management.

The PMO, 230th MP Company, and 569th USFPF provide law enforcement training to ensure patrols have the skills needed to conduct safe law enforcement.

Health and safety in the chapels and offices are the responsibility of the section NCOIC. Courtesy inspections are scheduled on an annual basis by the fire marshal, safety officer, and the CYSD (for STAC site compliance). Records

are maintained in every facility and plans are made to improve safety deficiencies when identified.

We are constantly renovating work environments to improve the appearance, health, safety, and self-pride. The HHD identified to our safety officer a hazard dealing with obsolete furniture. Soldiers were being injured on the existing furniture; a request was submitted to purchase new furniture, despite the moratorium placed on furniture purchases the request was approved.

All employees participate in complying with host nation recycling laws and directives by placing and using approved recycling containers in each room. Not only does this requirement meet the Host Nation recycling laws, but allows the battalion to be in compliance and saving the environment. Local medical facilities provide a wellness center program to employees to assist them in maintaining and improving their health and fitness; endorsement by our battalion encourages employees' participation.

Safety and Industrial Hygiene have identified potential occupational exposures, needed controls, and worker training requirements throughout the battalion. Measures to implement ergonomic surveillance throughout the battalion are in their infancy. The following table identifies safety requirements for the workplace/target listed.

Workplace/Target	PPE*	EC**	Safety Training	HAZCOM Training
Child Development Centers			X	X
Autocrafts	X	X	X	X
Outdoor Recreation	X		X	X
Gymnasium/Fitness Centers			X	X
Clubs			X	X
Firing Range	X		X	
Bowling Alley			X	X
Summer Hire (Outdoor Workers)	X		X	
Newcomer's Orientation			X	X
ROB Railhead	X		X	
*Personal Protection Equipment		**Engineering Controls		

Workplace safety requirements are implemented based upon the most stringent of US Federal labor laws, Army Regulations, or German Labor laws. The current Status of Forces Agreement permits the German

military (Wehrbereichsverwaltungen) district administration to inspect any workplace on post where German National workers are employed.

CATEGORY 5: HUMAN RESOURCE FOCUS

b. Employee Support Climate

(1) How we determine factors affecting employee well-being, satisfaction, and motivation.

The 415th BSB values our employees as our most important resource. We utilize an “open door policy,” feedback from surveys such as the Command Climate Survey, sensing sessions, staff meetings, and Process Action Teams to determine key factors of well-being in different work systems throughout employee segments in our organization. Input by Local National Works Council is used to gain understanding of the host nation workforce’s satisfaction.

As employee motivational factors differ across activities, managers have the flexibility to tailor satisfaction improvement methods according to employee needs and desires to achieve positive human resource results. Some of the innovative methods by which organizational leaders increase employee satisfaction and well being include alternative work schedules, training, length of service recognition, assignment diversity, employee empowerment, and maintenance of an open door policy.

We survey the workforce on factors they think are important, research institutional studies and findings, contacts or publications, personal counseling, solicitation of feedback from forums, and employee questionnaires to gauge well-being, satisfaction and motivation.

The battalion strives to achieve a desirable work place for every employee by offering such programs as an education center, career counseling, and college programs. A training coordinator has been identified to coordinate requests and to insure required training is provided to all employees.

Soldier satisfaction is determined through discussions with the chain of command and through counseling. In addition, we have sensing session with the soldiers semi-annually, where they are encouraged to voice their opinions on various matters dealing with all aspects of the unit. They are encouraged to make recommendations to improve the work environment. Leadership then uses these factors to improve satisfaction and motivation.

Training materials on Unit Family Support Groups provide guidance and ideas, which complement our knowledge of quality pastoral care. Together these factors guide our activities (birthday parties to hospital visits) which enrich our support climate.

(2) How we support employees via services, benefits, and policies.

We provide a safe, challenging and rewarding environment to work, train, and play. By adhering to official guidance, employees are given opportunities to interact with our organization for services and benefits. There are two different benefit systems, one for the DAC and the other for our LN employees, which is represented by the works council.

The works council serves as the voice for the local national workforce and provides an additional means for recommendation; due to our diversity much of our public information, literature and training is in English and German.

Flexible work schedules such as arranging for local nations to take off both American and German holidays are allowed. Liberal leave is also granted to accommodate their spouse and/or child’s holiday or school schedule. The alternate work schedule is available to the extent practicable and conducive to operations, keeping in mind “mission first”.

All employees are given the flexibility and time (when feasible) to utilize all available services and benefits provided by the community. Local national employees are encouraged to use these available services and facilities.

Services and benefits provided for soldiers are based on military norms and standards. Incentive programs are established to motivate the soldiers to put forth their best efforts. A HHD “Board of Excellence” is displayed in the unit with the names of individuals that have exceeded the standards. Other incentives or rewards include rewards of personal time, recognition at the battalion’s Volunteer Appreciation Banquet, and through the Office of the Chief of Chaplains (e.g. the Aaron and Hur Award, the Certificate of the Chapel of the Four

CATEGORY 5: HUMAN RESOURCE FOCUS

Chaplains) and the annual length of service award ceremony.

(3) Our formal/informal methods we use to measure employee well-being, satisfaction, and motivation.

Employee motivational factors differ across activities, managers tailor satisfaction improvement methods according to employee needs and desires. Some of the innovative methods by which managers demonstrate value for employees include flexibility of work schedules, training, recognition, assignment diversity, employee empowerment, and maintenance of an open door policy.

Factors such as absenteeism, retention, productivity, and grievances are taken into consideration by managers to evaluate overall employee satisfaction. Managers are empowered to devise methods by which they may increase employee satisfaction based upon these indicators.

Many formal methods we use to gauge satisfaction levels are: regular counseling sessions, surveys (Command Climate Survey), suggestion programs, an open door policy, staff meetings, Process Action Teams, and for the LN employees the works council provides host nation workforce satisfaction. Feedback from commanders' sensing sessions and the works council sensing sessions provide input on employees' well being as well.

All Directorates treat every employee equally with dignity and respect.

The military workforce uses an annual Equal Opportunity Climate Assessment Survey (EOCAS) to gauge satisfaction levels. This tool can assess the pulse of the unit and provide motivation in the performance of the soldiers' day-to-day operations.

(4) How we relate assessment findings results to priorities for improving.

Focusing on customer satisfaction and feedback, and then assessing the correlation with indicators of employee satisfaction and motivation, we are able to determine the potential necessary to improve employee satisfaction. We identify trends that are

detrimental to a good working environment and attempts are made to change policies, conditions, and in some cases request for assistance from higher headquarters.

Customer satisfaction is directly related to the efficiency of all sections within the battalion. If there is an increase in the number of complaints it may be directly related to employee satisfaction as determined by the decrease in efficiency. The command group reviews results and makes changes where possible; they believe a motivated workforce is conducive to mission accomplishment and will yield a satisfying working environment.

CATEGORY 6.0

6.0 PROCESS MANAGEMENT

6.1 PRODUCT AND SERVICE PROCESSES

6.2 SUPPORT PROCESSES

6.3 SUPPLIER AND PARTNERING PROCESSES

CATEGORY 6: PROCESS MANAGEMENT

6.0 Process Management

6.1 Product and Service Processes

a. Design Processes

(1) Our design processes for services and their related delivery processes.

Our strategic plan and the environment drive our process management strategy. We use sound business practices to develop programs, sustain and upgrade facilities; and, generate funds that are reinvested back into our facilities. We use a centralized process, which involves members of the staff that projects budgets aligned with future requirements to support programs, activities and facilities important to the mission and the community. Activity budgets, programs and construction projects, and taskings are tracked monthly and evaluated for trends that might endanger the battalion's ability to provide quality of life programs and facilities. Members of the executive council shift resources, review activity matrixes and make adjustments that lead to increased services. We use all available resources to service our customer. Our very active volunteer program often supplements our staff in providing services and running programs. For example, in our Special Olympics this May we had approximately 2000 volunteers and donations from 17 sponsors.

Information on our programs, facilities, capital purchases and construction projects are delivered to our customer in community information forums, commander's call, After Action Reviews, community newspaper, taskings, briefings, Installation coordinator boards, symposiums, battalion magazine, Armed Forces Network (AFN), community staff calls, e-mails, web site and other media. Some of the services that result from this process are renovated facilities and new construction, new equipment, entertainment venues, accredited facilities, trained work force, safe environment, child care, free internet computers, ODT construction teams, quick turn around on service/work orders, law enforcement, multi-use park, instructional programs, religious programs/spiritual retreats, Counseling, logistical support, humanitarian programs, a

deployable force, and other activities which boost host nation relations and community involvement. We use many innovative techniques and shared community resources to ensure that we are competitive and relative to our customer base. We identify and define requirements, then assemble an action team to develop the schedule of work. Additionally, we develop metrics to track progress of the process, continuously refine the process, and then make necessary adjustments. The process is tracked throughout the cycle, and then repeated to insure continual process improvement. The customer is again involved during construction and programming from design to completion of a project.

Safety is tightly integrated in all our missions and programs, facilities, construction projects and activities. To improve services while meeting requirements, the Safety Office is undergoing a three-phase management upgrade process. Phase one, identifying and documenting all workplace safety oversight requirements; Phase two, completion of prioritized surveys and detailed SOPs (June 01 through June 02); Phase three, SOP application, test process, and modification of plans.

(2) How we incorporate changing customer requirements into service designs and delivery systems.

We coordinate with other activities, stakeholders, and the executive steering group to facilitate our ability to rapidly meet changing customer needs and requirements while keeping our processes aligned to our goals and vision. An ongoing review process that uses a variety of forums to redesign and change processes based on the customer's feedback are key to addressing customer requirements. This process helps to avoid modifications and changes during the construction process. The customer approves the design or service before it goes to contracting or local activity for implementation. If an unforeseen change is encountered during construction, then there is a step in the process for the customer to request a change. We are also sensitive to the military population of

CATEGORY 6: PROCESS MANAGEMENT

customers and potential customers: young people, single soldiers, single parents, newlyweds, parents of young children, and others that might require a redesign of a service or product. We attempt to answer the question: “how and are we reaching our target population.”

(3) How we incorporate new technology into services and delivery systems.

Ongoing initiatives, innovations, and automation upgrade plans ensure state of the art technology for more effective operations. We provide our workforce training opportunities to increase proficiency in new technologies, software, and management information systems. One example is the Child and Youth Management System used by Child and Youth Services (CYS) to track participation, enrollment, and utilization of CYS programs.

The DPW takes advantage of e-technology by using the Integrated Facilities Management System (IFS) for administering the service and work order process. The IFS computer system (used throughout DPW) integrates all the real property (facilities/buildings) information, service orders and work orders (WO) for each facility. It also integrates the WO cost estimating phase, the construction inspection phase, and the labor and equipment utilization phase. All IC offices are connected to this system and are able to find out status of work requests and provide feedback to the customer.

Through a proactive design standard and coordination with responsible managers, we introduce new technologies at the start of a new process to minimize turbulence and streamline deployment.

Additionally, the e-mail system is a combat multiplier. This system is used to provide quick notification to suppliers and customers.

The present TOPS (Transportation Operating System) will be undergoing an upgrade by the end of June 2001. This upgrade will enhance the capability to counsel the customer, process the personal property shipment faster, and provide more accurate information to the customer.

(4) How we design processes addressing quality, cycle time, and transfer of learning.

Our team adopted a philosophy of continual process improvement. By using different communication forums (executive steering group, directorates, etc.) and feedback mechanisms (AAR, documented deficiencies, and customer input) we are able to share process improvements internally and transfer lessons learned to other staff agencies within and outside the organization.

For example, the DPW ensures quality of product and services by developing and implementing standard specifications for the most common and recurring maintenance and repair jobs (painting, masonry, flooring, lights, roofs, doors, fences, road repair, and heating). Standard specifications make it easier to have cost controls (labor work measurement standards, standard equipment costs, and bulk cost rates for supplies). Productivity is increased since you don't start designs without basic information. Efficiencies are gained by helping the Contracting Office standardize specifications (Contracting can expedite contracts faster with this knowledge).

Having process improvements based upon customer feedback and mission requirements makes it much easier to perform daily process improvement. Thanks to customer feedback, the railhead facility in support of USAREUR's power projection platform is being redesigned, upgraded, and turned into a safer operation.

We project five-year upgrades of equipment, but budget constraints determine how often we can actually upgrade; however the designs are on the shelf and ready for execution. At the same time, area managers submit listings for new equipment that is prioritized in the event of year-end money.

(5) How we design delivery systems and processes to meet performance requirements.

Product and services are designed and tested to meet all requirement outlined by our goals established by the executive steering group. The product/service design is then delivered to the

CATEGORY 6: PROCESS MANAGEMENT

employee to insure their input is taken into consideration. Once this process and all key performance requirements are met, they are delivered to the customer. These processes and delivery system are linked, tailored, and designed to satisfy customer and supplier.

Construction projects and programs meet operational requirements because the customer is part of the design and construction phases of all work and service orders, assuring a successful ending to a project or service request. In the design phase, the customer provides information on: operational requirements, timeline for completion, and quality requirements. All these requirements are included into the specifications in the design phase where the customer reviews and approves the final construction, program or service delivery. The customer provides feedback on: materials, phasing of the project until completion, and quality issues.

(6) How we coordinate/test our design and production/delivery systems and processes.

Design and delivery systems are coordinated via multi-disciplinary committees and work groups that analyze and synchronize various processes.

Pilot systems and trial market segment tests are used to explore the feasibility and effectiveness of new products and services. Extensive communication and coordination with suppliers ensure trouble-free results, such as consultation for maximization of game machine revenues.

For example, the use of constant monitoring, safety training, certified inspector and an SOP have ensured continuous safe operations of rail load operations (for contingency operations) resulting in zero reportable accidents in the past six years.

b. Production/Delivery Processes

(1) Our key delivery processes and performance requirements.

Many of our delivery processes have established regulations however, the Directorates are empowered to provide additional guidance to manage our process and

ensure we meet customer and operational requirements.

Our key production processes are Force Protection, Reception Staging Onward Movement, (RSO), soldier pre-deployment processing, in-processing soldier and families, well-being programs/activities, spiritual support and counseling, logistical support, administrative services, law enforcement, training and good customer service.

Delivery of many key products and services is provided to our customers on a quarterly basis: training briefs, commanders' forums, tasking meetings, range conferences, SRPs, joint action working groups, railhead training, force protection training, casualty assistance training, safety certification, daily community in-processing, construction conferences, financial briefs, and environmental and safety councils. Other services and products that support the well-being of the community are provided daily and/or on call as required.

(2) How our day-to-day operation of production/delivery processes ensure we meet performance requirements.

We monitor day-to-day operations, apply performance standards against results, analyze and make adjustments as necessary and execute processes. Success is achieved through management accountability and meeting organizational performance requirements. Requirements and expectations are communicated, agreed upon, and documented. Key processes have "check and balances" as part of the daily processes.

During daily operations we continue to customize our primary process delivery systems by soliciting real time customer feedback; and conducting after action reviews to ensure continuous improvement of support to our customers.

(3) Our key performance measures used for the control and improvement of processes.

During weekly operations and planning meetings we establish implementation plans, review progress, apply performance standards against results, make adjustments as necessary,

CATEGORY 6: PROCESS MANAGEMENT

and insure alignment with our mission and goals. Additionally we monitor day-to-day operations, review customer feedback, prioritize and disseminate guidance and operational tasking requirements to units and directorates.

Other key performance measures include In-Progress-Reviews, After Action Reports, and employee and customer feedback.

Our leaders continuously monitor process results to streamline performance in response to the needs of the customer.

(4) How we perform inspections, tests, and audits to minimize rework costs.

Well-being services are evaluated by facility managers and command staff to ensure quality services and programs. The staff conducts periodic visits to facilities, programs and activities and conduct informal evaluations and feedback.

Construction projects are subject to daily inspections according to a contractual surveillance plan by the DPW and Base Maintenance Contractor's (BMC) quality control and assurance teams. Regular periodic quality control inspections of work are performed from the outset, thus minimizing the chance for defects, which would require reworks.

Internal and external inspections are conducted of quality of life facilities and training programs i.e. to ensure best services possible. All our Child Care facilities are nationally accredited. The next step is the accreditation of the Army Community Service Center. We also conduct periodic training exercises and command inspections. The Command Inspection Program was recently revised to better identify, assess and improve performance and readiness.

(5) How we improve our delivery systems and processes to achieve better process performance.

The Executive Steering Group identifies improvement needs based on measures falling below expected performance levels. By consistently reviewing evaluations, trends, after action reports, and regularly test production

equipment, our Executive Steering Group and Quality Management Review Board assess processes, procedures, and delivery.

6.2 Support Processes

a. Business Processes

(1) Our processes for growth and success.

The leadership guides our business processes to consistently search for more opportunities for growth. To achieve growth and success, the processes of evaluating customer satisfaction, actively seeking to fulfill unmet customer demands, and searching for effective cost cutting measures are employed. Our Quality Review Management Board frequently reviews business processes and mission essential taskings to ensure cost effective measures are utilized to enhance overall growth and success.

The annual Command Inspection Program (CIP), 26th ASG, and headquarters USAREUR inspections provide self-assessment tools for improving daily operations, gaining efficiencies and realistic implementation of programs.

The BMC and DPW are always partnering to improve business and support processes. An example was the awarding of a pre-negotiated construction materials contract (stocking the right type and amount of supplies in our supplies warehouse), which resulted in improvements to the supply purchasing process; this resulted in significant labor and supplies cost savings.

New technologies, performance indicators, and process adjustments are made when suppliers change their systems.

(2) Our requirements for processes and how we determine requirements for incorporating input from customers and suppliers.

Strategic development plans, staff training, controlling costs, and adhering to predetermined completion dates allow us to manage services and community programs; while using feedback from customers, suppliers, partners, and employees as to how business and delivery processes may be improved.

(3) Our performance measures used for the control and improvement of these processes.

CATEGORY 6: PROCESS MANAGEMENT

Performance measurements include assessing customer and employee satisfaction, tracking repeat business, effective cost control, agility in meeting supplier and customer feedback, and increasing class and maintaining a trained work force. Customer, partner, and supplier complaints are received and immediate resolution is attempted.

(4) How we design and perform these processes to meet requirements.

Various approaches are used throughout the battalion to ensure timely delivery of products and services. Some of our processes are heavily driven by regulatory standards, such as in the child development centers and environmental areas. In other areas, the design of a service or product is driven by a needs survey/request, a plan, involvement of all stake holders, budgetary guidance, unit values, and a commitment to excellence. The real value of using processes to achieve success is the realization by the organization that positive and negative outcomes occur even with a good process; so there is always a need to evaluate, share ideas, or re-engineer for continual improvement as a customer or supplier of a service.

(5) How we minimize overall costs associated with inspections, tests, and process/performance audits?

We minimize costs associated with inspections by consistently maintaining our processes to appropriate standards. Contracts are written with default clauses and the Quality Management Review Board, in progress reviews, and after action reports verify the standards are met. Additionally, all equipment is purchased with full warranties to prevent supplementary financial output.

(6) How we improve our business processes to achieve better performance and to keep them current.

Inter-service agreements and memorandums of understanding/agreement are developed and used to enhance performance and service delivery. Evaluations through Quality Management Review Board, in progress reviews and after action reports assess performance and

devise improvement strategies. Usage of services, enrollment and attendance, and profits are monitored to keep pace with overall business needs. Improvements are shared via public informational forums, written and electronic correspondence, and staff interaction.

b. Support Processes

(1) Our key processes supporting your daily operations how our employees deliver.

We deliver our products and services through the use of SOPs, procedural manuals, in-progress reviews, quality management review board, and strategic planning. These operations are for the most part standardized but a few are in-work towards standardization. Our support processes follow these four main activities: logistical support (facilities, supplies, equipment, transportation), resource management (budget and bookkeeping, acquisition, and force structure), support services (e.g. building management and maintenance, set up for activities, and crisis assistance), and marketing and publicity; this drives QOL programs, resource management, readiness and productivity improvements.

(2) Our operational requirements (productivity and cycle time) for these processes.

To increase customer satisfaction it is necessary to conduct and validate all procedures daily. Through real time feedback and customer surveys, necessary corrections can be programmed and instituted immediately.

Key operational requirements in the organization are results oriented; execution is the key and our operations require timeliness, quality, consistency, and customer responsiveness. We continually review feedback from command structure, and internal and external customers.

(3) Our key performance measures used for the control and improvement of these processes.

Each division element is required to develop tactical plans and SOPs to identify customer requirements and define how these requirements will be met. Tactical plans and SOPs are staffed through stakeholders prior to implementation or

CATEGORY 6: PROCESS MANAGEMENT

validation and after approval plans are implemented.

(4) How we design and perform these processes to meet requirements.

The support process is articulated in the External (Customer's) Standing Operating Procedure; implementation is frequently based on available manpower.

We first identify the need for processes through input from tenant organizations and customers, allowing them the opportunity to make adjustments. These processes are then staffed through fellow stakeholders and incorporated into plans, MOAs, SOPs and inter-service agreements where necessary. The installation coordinator boards are a good example of this process. The Installation Coordinator collects products and services on their installation. These requests for services are prioritized and then submitted to the servicing organization for execution. These projects are then prioritized for execution by quality assistance board and programmed for execution. The customer identifies requirements for each project, the customer approves the design, and construction begins. Frequent in-progress reviews are conducted throughout the process to ensure the project is on track.

(5) How we minimize overall costs associated with inspections, tests, and process audits.

Self-assessments are performed prior to inspections and data is collected and organized to reduce the overall costs for the organization and the inspection team. External evaluations are provided by the 26th ASG, which bears the cost and is responsible for efficiency.

To minimize costs on manpower and equipment, maximum participation in all training exercises by tenant units can help identify shortfalls that directly impact their organization.

(6) How we improve our support processes to achieve better performance and keep them current with needs.

By conducting annual SOP reviews, soliciting re-designs that increase efficiency, and consulting competitors (in other BSBs) about

their process we encourage evaluation and solicit innovative ideas for improvement. Support processes are further improved through experience, lessons learned, vulnerability assessments, after action reviews, and real-time customer feedback.

Safety routinely receives safety alerts from DA and the Consumer Product Safety Commission on notices of recalls. Additionally, safety provides seasonal safety warnings of potential hazards in their workplaces or homes. Safety routes this information to the battalion via different communication methods and through the revamped Newcomer's Safety orientation briefing.

6.3 Supplier and Partnering Processes

a. Supplier and Partnering Processes

(1) Our key products and services we purchase.

The BMC is the key supplier for the battalion's construction and maintenance services and products to including: maintenance and repair of facilities, utilities, heat, water, electricity, custodial services, sewage products and snow and ice removal.

We also partner with the Air Force to provide services, facilities and programs. Currently we conduct joint child and youth programs, alcohol and drug prevention programs, school programs, traffic management, force protection, community services, newspaper reporting, and quality of life facilities.

There are binding contracts in place with our suppliers including the government-contracting agency that specifically outlines requirements, standards, and rewards.

We also partner with ODT units. They provide horizontal and vertical construction expertise in exchange as part of their annual training program.

(2) How we incorporate performance requirements into supplier process management.

Our suppliers and partners (based on customer comments and satisfaction) must meet all contract specifics (terms stated in

CATEGORY 6: PROCESS MANAGEMENT

agreements) and timelines while being monitored for compliance with performance requirements on a regular basis.

Requirements (cost effective, quality and timely minded) for a process are communicated to the contracting office for selection of vendors.

Products that have been purchased must meet standards established and be inspected prior to completing a receiving report.

(3) How we ensure that our performance requirements are met.

A complete inspection of the services is performed upon delivery where we, the customers, provide information on substandard services or supplies. Products or services received regularly are continuously monitored and feedback is provided to the vendor on the quality of the supplies received.

Suppliers are an integral part of our overall self-inspection process. We use weekly and monthly check sheets to assist in this process. The local Contracting Officer Representative ensures that all stipulations of contracts are adhered to before approval of receiving reports and adjustments are negotiated.

(4) How we minimize costs associated with inspections, tests, and audits.

Contracts are written with default clauses and monitored by the Quality Management Review Board, in progress reviews, and after action reports. We focus on continual process improvement and de-emphasize management by inspection thus ultimately avoiding additional costs and performance audits.

Employees are trained to monitor service costs and help identify shortfalls directly to our organization on matters that impact manpower and equipment.

(5) How we provide assistance and incentives to suppliers to help them improve their overall performance.

We provide training, advice, consultation, constructive evaluations and recommendations to our suppliers and partners; and involvement in team self-assessments. An example of an incentive to a supplier is the Award Fee Board Process (AFB) where incentives are provided

for performance. The AFB is composed of the BSB Commander (AFB Chairperson), ICs (nine Senior Installation Unit Commanders), and the DCA.

The AFB meets semi-annually to determine the profit for the BMC; criteria for performance are based on evaluations on the technical side (QA Surveillance Plan results) and Contract Business/Management (Cost controls and contract innovation /efficiencies). Through this process, the supplier (BMC) tries to meet all the contractual performance requirements, satisfy the ICs (within contract parameters) and provides a forum to present feedback to the community leaders. This process is a success.

(6) How we improve our supplier processes and shared information throughout our organization.

We review performance-based contracts on contract parameters, maintain constant communication with contract provider, and consult suppliers and partners prior to any changes in operations. We seek advice prior to strategy changes; and drafts of new processes are staffed through suppliers and partners in order to ensure cooperation and understanding.

We also have interservice support agreements and memorandums of understandings with suppliers that list parameters for execution of services. These agreements are reviewed periodically for compliance and quality of service/product.

We share improvements through staff meetings, site visits, e-mail, and networking.

CATEGORY 7.0

7.0 BUSINESS RESULTS

7.1 CUSTOMER FOCUSED RESULTS

7.2 FINANCIAL PERFORMANCE RESULTS

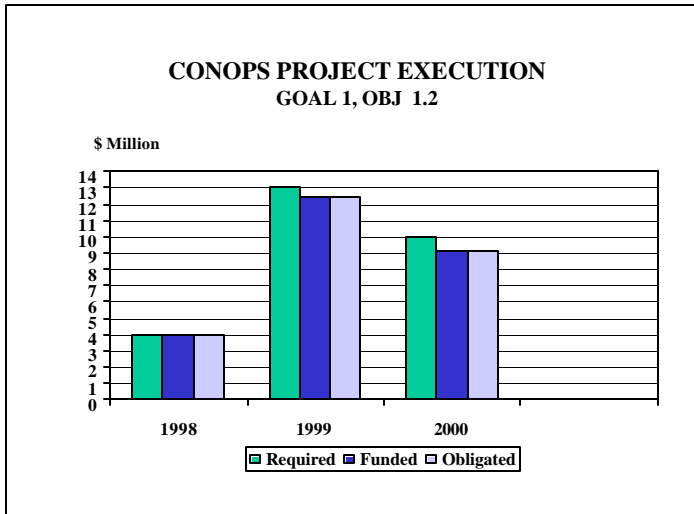
7.3 HUMAN RESOURCE RESULTS

7.4 ORGANIZATIONAL EFFECTIVENESS RESULTS

CATEGORY 7: BUSINESS RESULTS

7.1 Customer-Focused Results

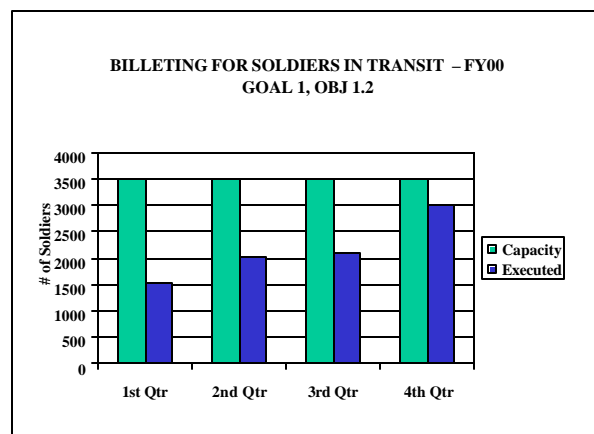
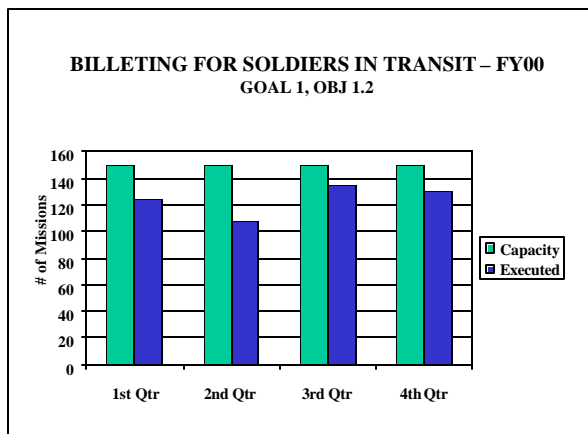
a. Customer-Focused Results (1 & 2)



The CONOPS Project Execution is a measure of how well we obligate CONOPS project funds we received. It also reflects the amount of funds submitted (requested) vs what we received. The goal is to obligate 100 % of what we received.

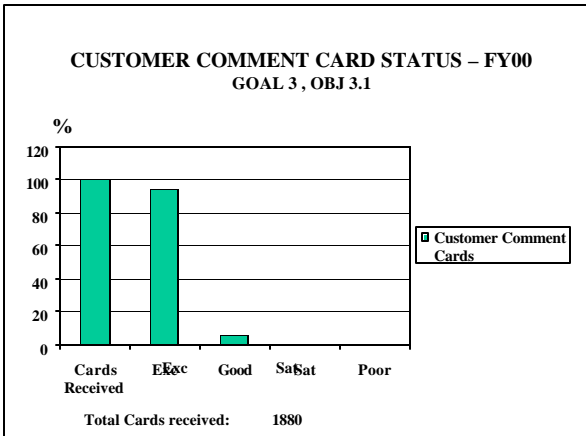
The value of this graph is for the benefits of our key customers that comprise tenant units, 26th ASG, USAREUR, and DA on the effectiveness of our support to them. The ability of us to meet CONOPS demands enables them to perform their mission more effectively. **(Figure 7.1.a – 1)**

BILLETING FOR SINGLE SOLDIERS IN TRANSIT **(Figure 7.1.a – 2/3)**



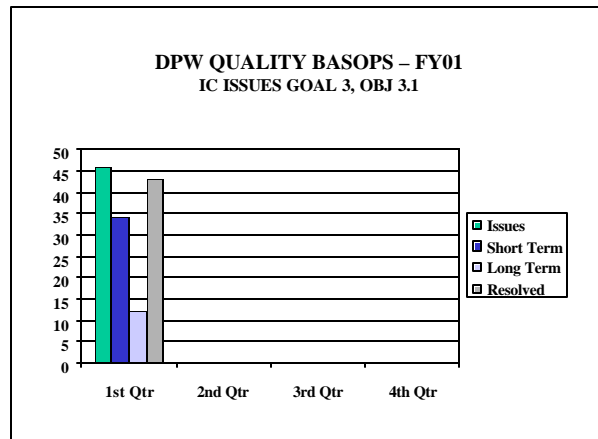
With the start of SFOR (95) & KFOR (99) a tremendous amount of additional workload was added to the Housing Office to provide billeting for soldiers passing through from CONUS to down range and visa-versus, laid over at the Ramstein Air Terminal, either on stand-by or waiting for a confirmed flight. Billeting also needs to be provided for soldiers on training and on TCS in the Kaiserslautern area. A total of 800 transient billeting spaces are required to be maintained at all times. Housing personnel are on call 24/7 to accomplish this task. Charts show – # of missions FY00 and # of Soldiers FY00. Resources: Transient Billeting. As Figure 7.1.a - 1 these two charts show how we take care of the soldiers directly while meeting the needs of our key customers “Unit Commanders.”

CATEGORY 7: BUSINESS RESULTS



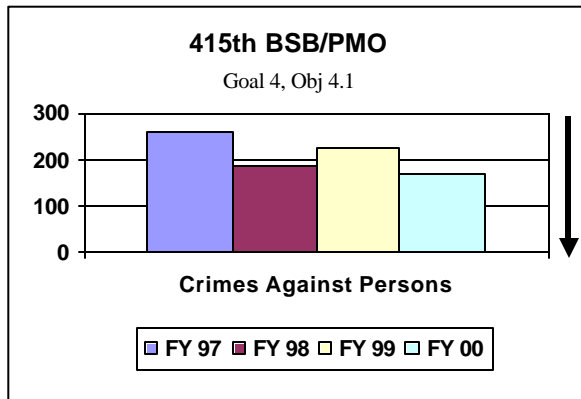
Customer Comment Card Status Chart

This chart reflects the types of comments from customers for work performed. **(Figure 7.1.a – 4)**



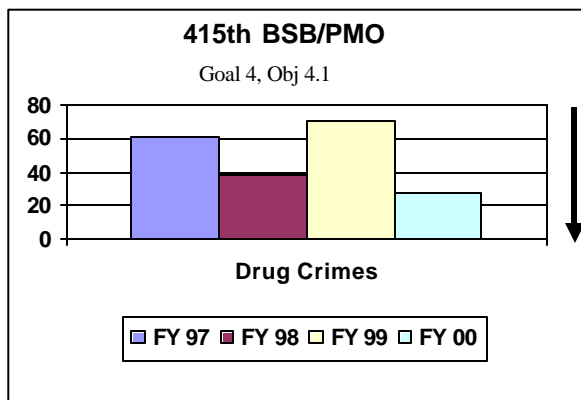
DPW QUALITY BASOPS, IC ISSUES

This chart reflects the number of issues and concerns identified during quarterly Installation Coordinator meetings and the number of issues and concerns resolved. Issues and concerns range from construction & repair of facilities, relocation of units, environmental awareness to feasibility studies and fire prevention. The goal is to resolve all issues in a satisfactory manner to all parties. **(Figure 7.1.a – 5)**



Crimes against persons have been continually decreasing for the community. Crimes against persons have dropped 26% due to proactive new programs such as the community bicycle patrols. The Drug Suppression team has publicly worked with host nation law enforcement and Air Force Drug Suppression Teams to create a deterrent leading to a decrease in drug crimes.

(Figure 7.1.a – 6)

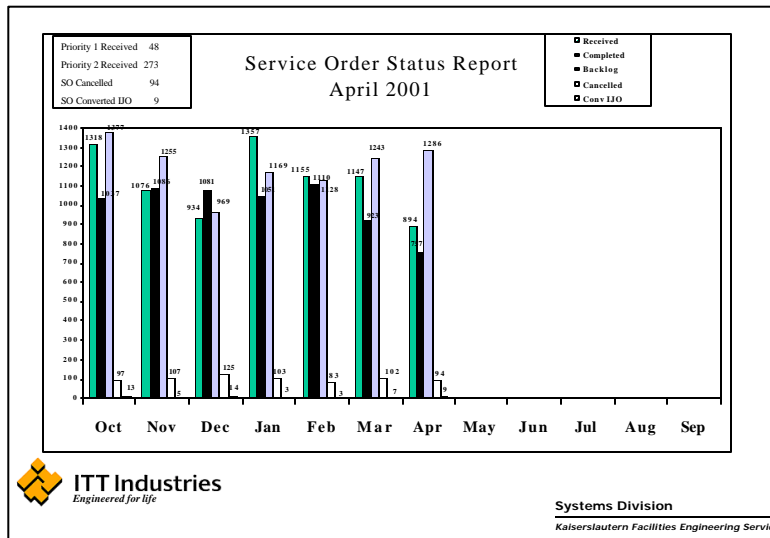


During the last AFAP Symposium, Law Enforcement/Force Protection was identified as an area done well in the community.

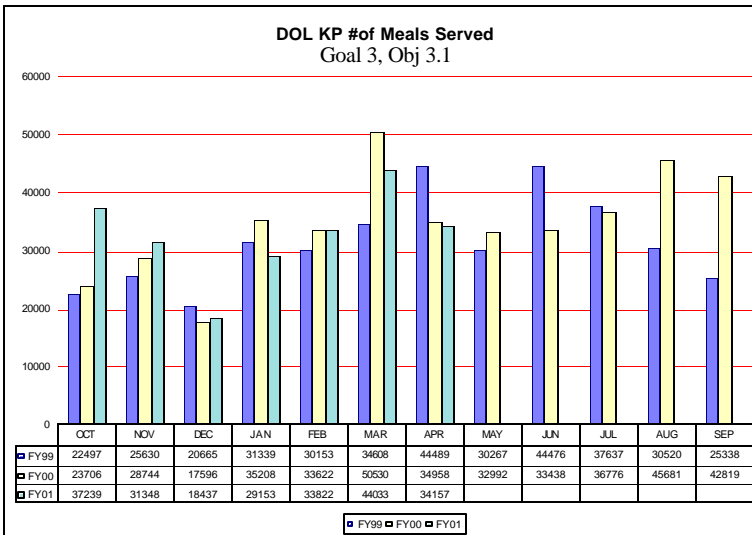
Customers are always interested in the crime rate and are satisfied with the decrease. Commanders use the local crime information for soldier safety briefs and to put areas off limits to US personnel.

(Figure 7.1.a – 7)

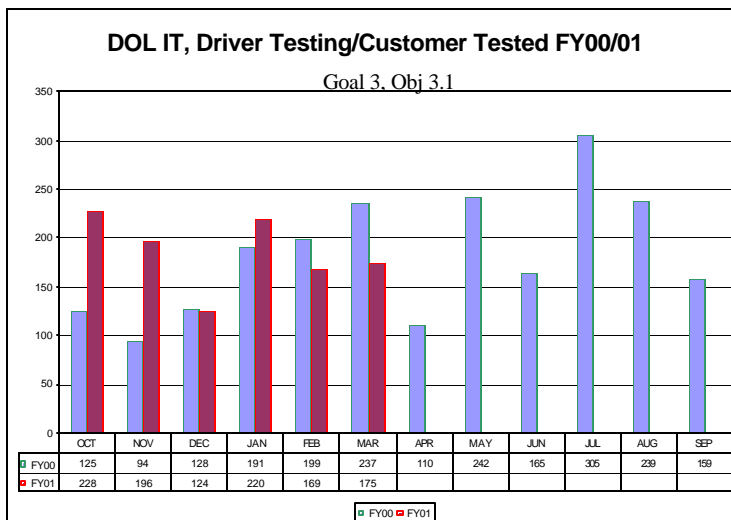
CATEGORY 7: BUSINESS RESULTS



The DPW and their contractor use service order status reports to track the service order statuses, the completion rate, and number of work orders submitted by customers. This data provides a valuable management tool to the DPW and the Community leadership to determine the effectiveness and efficiency of the contractor. It also provides an indicator for commanders to use in determining how well occupants are doing in turning in work orders. A high level of work orders indicates more concern and awareness about the condition of facilities and their repair. **(Figure 7.1.a – 8)**

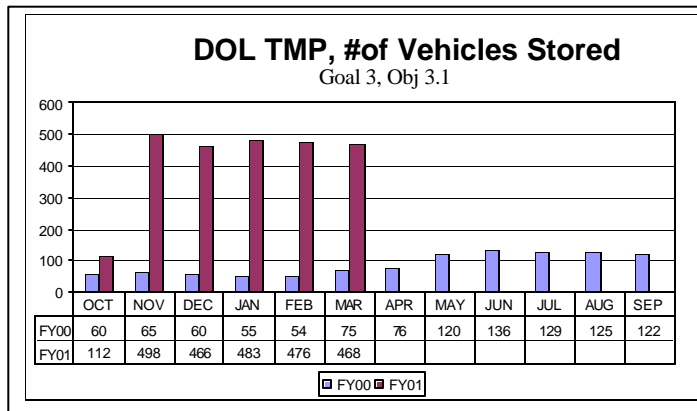


This is a measurement of how many meals are served in our mess halls. Over 50 thousand meals are served within a month. Our KP manager continues to provide excellent service even during the surge of National Guard and Reserve Component training. **(Figure 7.1.a – 9)**



The Drivers testing office provides the best training possible for all personnel (all branches of active duty military assigned to KMC, family members, and U.S. civilian employees) requiring USAREUR drivers licenses. This facility was selected as the best in USAREUR. **(Figure 7.1.a – 10)**

CATEGORY 7: BUSINESS RESULTS



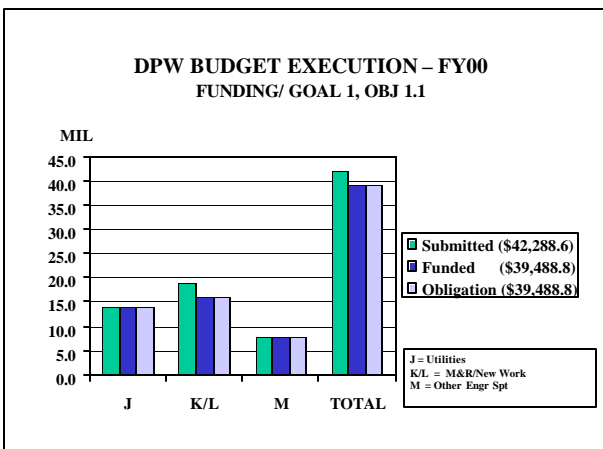
The DOL has been tasked to run the vehicle storage facility. Vehicles are stored in this facility for soldiers that are deployed down range. This facility was designed to accommodate a total of 450 vehicles, but by using creative thinking they were able to store 510. **(Figure 7.1.a – 11)**

b. Product and Service Results

- We are offering more customer friendly, accessible services, and products with improved quality. Facilities providing service have been markedly improved including: Landstuhl/Kleber/ROB Gyms, Landstuhl SAS, Landstuhl/Kazabra/ Armstrongs (parts) Clubs, Landstuhl/Kleber Libraries, and the KCAC. Hours of operation at the Kazabra Club have been increased to meet customer request. Alternative methods to access services at the CYSD include e-mail registration for requested services, electronic information dissemination, fax registrations, and web-based information have aided in uniting the customer with a desired service. Handicap access at the Kazabra/Armstrongs Clubs have increased. Facility health & safety upgrades have resulted in increased occupancy load, allowing us to service more customers.

7.2 Financial Performance Results

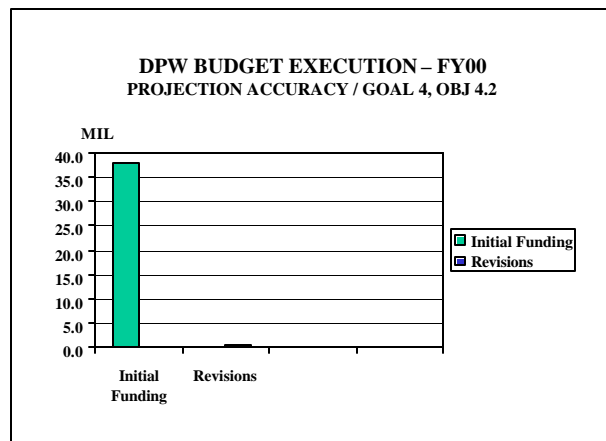
a. Financial Performance Results (1 & 2)



This reflects the number and dollar amount of foreseeable revisions to the original budget submission. **(Figure 7.2.a – 2)**

DPW BUDGET EXECUTION PROJECTION-FY00 CHART

This is a measure of how well we obligate funds received. It also reflects the amount of funds submitted (requested) vs what we received. The goal is to obligate 100% of what we received. **(Figure 7.2.a – 1)**



CATEGORY 7: BUSINESS RESULTS

26TH NAF Financial Standards									
YTD NOV 99									
AREA	STANDARDS	NIBD:TR	TOTAL	DT	MA	HD	KL	26TH ASG	233RD
GMWRF	>8%	>5%<8%	<5%					6.0%	
BSB NIBD	>6%	>3%<6%	<3%					7.7%	0.8%
BSB TOTAL LABOR	<55%	>55%<59%	>59%					56.1%	61.4%
ASG OVERHEAD	<9%	<12%>9%	>12%					-8.3%	
BSB OVERHEAD	<4%	<6%>4%	>6%					-6.6%	-5.3%
CLUBS (beverage/others)	>15%	>5%<15%	<5%					18.5%	17.2%
CLUBS/THEME (food)	>7%	>3%<7%	<3%					7.7%	15.7%
GUEST HOUSES	>20%	>10%<20%	<10%					31.5%	37.6%
BOWLING CENTERS	>20%	>10%<20%	<10%					17.1%	29.7%
GOLF	>15%	>5%<15%	<5%					7.2%	
ROD & GUN	>15%	>5%<15%	<5%					-3.7%	-8.4%
VETERINARY SERVICES	>10%	>5%<10%	<5%					-3.6%	

26TH ASG NAF Financial Standards									
YTD NOV 99									
AREA	STANDARDS	NIBD:TR	TOTAL	DT	MA	HD	KL	26TH ASG	233RD
YS	>5%	>2%<5%	<2%					-9.1%	-11.4%
CAT A (less units)	>5%	>5%<5%	<5%					17.4%	21.3%
CRAFTS (auto/a/c)	>5%	>2%<5%	<2%					9.6%	-14.8%
MUSIC/THEATER	>5%	>2%<5%	<2%					32.6%	105.9%
OUTDOOR REC	>5%	>2%<5%	<2%					-0.6%	4.2%
RECREATION CTR	>5%	>2%<5%	<2%					30.7%	2.5%
CDS/SAS	>7%	>0%<7%	<0%					-3.6%	14.9%
FOOD COGS (dining)	<39%	<42%>39%	>42%					42.7%	49.2%
FOOD COGS (S. Bars)	<34%	<37%>34%	>37%					31.9%	49.7%

26TH ASG NAF Financial Standards									
NOV YTD 00									
AREA	STANDARDS	NIBD:TR	TOTAL	DT	MA	HD	KL	26TH ASG	233RD
GMWRF	>8%	>5%<8%	<5%					2.6%	
BSB NIBD	>6%	>3%<6%	<3%					-18.7%	2.5%
BSB TOTAL LABOR	<55%	>55%<59%	>59%					75.0%	65.0%
ASG OVERHEAD	<9%	<12%>9%	>12%					-9.5%	
BSB OVERHEAD	<4%	<6%>4%	>6%					-7.9%	-4.6%
CLUBS (beverage/others)	>15%	>5%<15%	<5%					-1.4%	-13.5%
CLUBS/THEME (food)	>7%	>3%<7%	<3%					-1.5%	2.6%
BOWLING CENTERS	>20%	>10%<20%	<10%					18.9%	32.3%
GOLF	>15%	>5%<15%	<5%					-11.6%	
ROD & GUN	>15%	>5%<15%	<5%					-77.1%	-165.5%
VETERINARY SERVICES	>10%	>5%<10%	<5%					16.1%	

26TH ASG NAF Financial Standards									
NOV YTD 00									
AREA	STANDARDS	NIBD:TR	TOTAL	DT	MA	HD	KL	26TH ASG	233RD
CDS/SAS	>7%	>0%<7%	<0%					3.2%	-4.3%
YS	>5%	>2%<5%	<2%					3.1%	8.3%
CAT A (Sport/Rec Cntr)	>5%	>5%<5%	<5%					3.4%	18.3%
CRAFTS (Auto/A/C)	>5%	>2%<5%	<2%					3.4%	0.7%
MUSIC/THEATER	>5%	>2%<5%	<2%					26.2%	40.9%
OUTDOOR REC	>5%	>2%<5%	<2%					0.6%	-21.1%
TENNIS	>5%	>2%<5%	<2%					-161.4%	
FOOD COGS (dining)	<39%	<42%>39%	>42%					34.3%	114.7%
FOOD COGS (S. Bars)	<34%	<37%>34%	>37%					32.1%	31.9%

26TH ASG NAF Financial Standards									
MAR YTD 01									
AREA	STANDARDS	NIBD:TR	TOTAL	DT	MA	HD	KL	26TH ASG	233RD
CDS/SAS	>7%	>0%<7%	<0%					10.3%	5.5%
YS	>5%	>2%<5%	<2%					15.1%	52.1%
CAT A (Sports & Rec Cntr)	>5%	>5%<5%	<5%					10.6%	13.6%
CRAFTS (Auto/A/C)	>5%	>2%<5%	<2%					7.9%	3.9%
MUSIC/THEATER	>5%	>2%<5%	<2%					38.8%	32.7%
OUTDOOR REC	>5%	>2%<5%	<2%					-0.7%	-47.7%
TENNIS	>5%	>2%<5%	<2%					-210.0%	
FOOD COGS (dining)	<39%	<42%>39%	>42%					35.3%	121.9%
FOOD COGS (Snack Bars)	<34%	<37%>34%	>37%					34.4%	36.2%

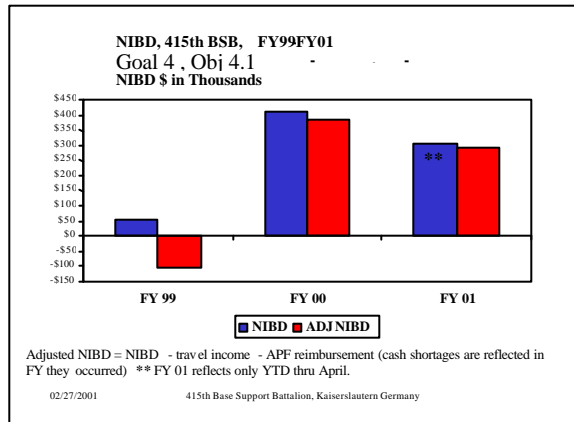
26TH ASG NAF Financial Standards									
MAR YTD 01									
AREA	STANDARDS	NIBD:TR	TOTAL	DT	MA	HD	KL	26TH ASG	233RD
GMWRF	>8%	>5%<8%	<5%					6.2%	
BSB NIBD	>6%	>3%<6%	<3%					-5.2%	8.0%
BSB TOTAL LABOR	<55%	>55%<59%	>59%					66.8%	64.6%
ASG OVERHEAD	<9%	<12%>9%	>12%					-10.7%	
BSB OVERHEAD	<4%	<6%>4%	>6%					-6.9%	-3.9%
CLUBS (beverage/others)	>15%	>5%<15%	<5%					11.8%	-3.9%
CLUBS/THEME (food)	>7%	>3%<7%	<3%					-10.8%	-5.3%
BOWLING CENTERS	>20%	>10%<20%	<10%					22.0%	34.1%
GOLF	>15%	>5%<15%	<5%					2.5%	
ROD & GUN	>15%	>5%<15%	<5%					-44.1%	-104.9%
VETERINARY SERVICES	>10%	>5%<10%	<5%					12.4%	

(Figure 7.2.a – 3, top left, 7.2.a – 4, top right, 7.2.a – 5, middle left, 7.2.a – 6, middle right, 7.2.a – 7 bottom left, 7.2.a – 8 bottom right [Goal 4, Obj 4.1])

Illustrated above are snapshots of three gumball charts, Nov 99, Nov 00, and our most recent gumball chart, Apr 01. Gumball charts rate the DCA in 14 areas. Each area is rated green, amber, or red. Green indicates that standards are being exceeded; amber indicates standards are being met, and red indicates standards are

CATEGORY 7: BUSINESS RESULTS

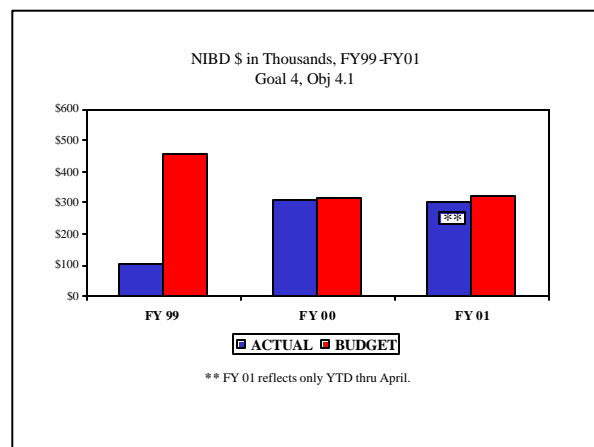
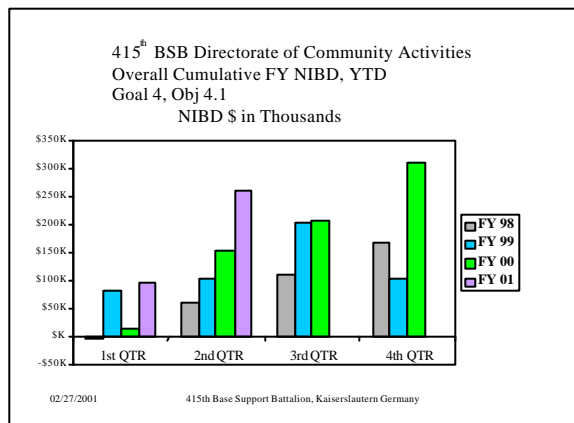
not being met. In Nov of 99 the DCA rating only included 4 areas that were rated green, in Nov of 00 the DCA rating improved to 8 green ratings and in March of 01 the DCA received 10 green ratings. Comparison of the three charts once again shows continuous improvement.



The DCA has shown consistent progressive financial profitability over the last 2.5 years. In FY 99 the BSB generated a net income before depreciation of \$53.9K. NIBD drastically improved in FY00 to \$410K. Year to date through April in FY 01 the BSB already generated a NIBD of \$303K and anticipates generating over \$500K in FY 01. If this goal is achieved it will equate to almost a 1000% increase in just 2 years

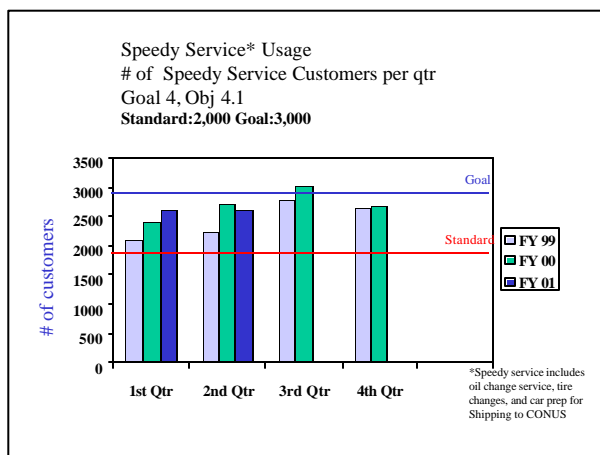
(Figure 7.2.a – 9 left top)

(Figure 7.2.a – 10 left bottom)



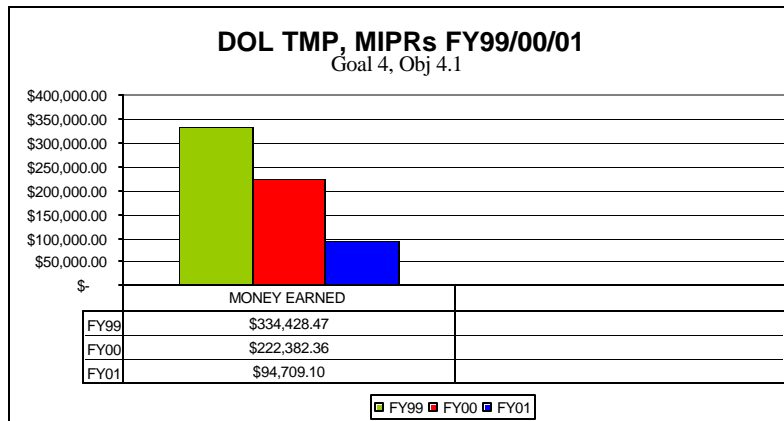
Planning is a very important component within the DCA area.

Annually, the DCA submits an operating budget. The chart above illustrates two very important areas of improvement. First, the chart illustrates that over the last two and one half years financial performance has improved from generating a small profit of \$100K in FY 99 to generating a profit of \$310K in FY00 to generating a profit of over \$300K in only 7 months of FY01. Secondly, the chart illustrates that over the last few years performance to budget has significantly increased. As one can clearly see in FY 99 there was a huge budget variance whereas in FY 00 and YTD FY01 the budget variance was very small. In summary, the chart illustrates continuous improvement. (Figure 7.2.a – 11 above)



The 415th BSB DCA Autocrafts is one of the most innovative Autocrafts in USAREUR. It was the first Autocrafts in USAREUR to open a speedy oil change service. This program was very well received by its customers and hence speedy tire change and speedy automatic transmission change services were added. As the chart above depicts, the number of speedy services performed has sky rocketed over the standard of 2000 per quarter and has even exceeded its aggressive goal of over 3000 per quarter in the 3rd quarter of FY00. (Figure 7.2.a – 12)

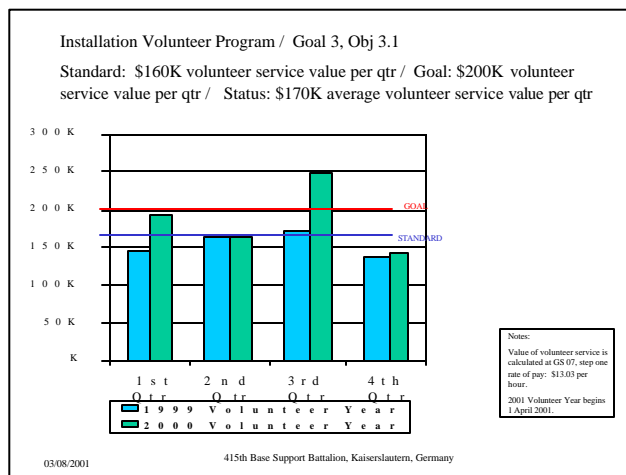
CATEGORY 7: BUSINESS RESULTS



This chart shows the dollars earned by supporting NG and Reserve units that pass through the KMC that requires vehicle support for short periods of time. The dollars earned are consolidated at the 26th ASG, DOL and are spent on requirement within the BSBs DOL. **(Figure 7.2.a – 13)**

7.3 Human Resource Results

a. Human Resource Results (1 & 2)



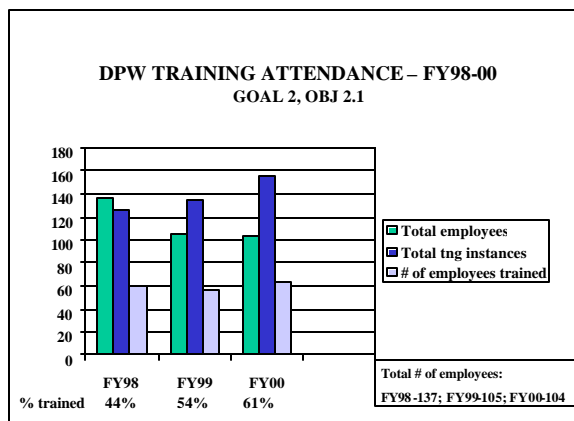
Installation Volunteer Program - Value of Volunteer Hours Served

Figure 7.3a-1 displays the dollar value of volunteer service in the 1999 and 2000 volunteer years, where each hour served is calculated at a GS 7 - step one rate of pay. The dollar value of volunteer service, while demonstrating an impressive saving, is but one measurement of the immeasurable benefit that volunteers add to morale and readiness in the KMC.

Volunteers in Army facilities of the Kaiserslautern Military Community (KMC) make an enormous contribution to the quality of all our lives. The entire community benefits from their considerable talents and generous service, as they provide important assistance that could not be funded. Volunteers contribute their time to

KMC services, from youth programs to medical services, ensuring that these programs are available to the community at levels otherwise impossible.

Currently, there are approximately 115,000 volunteer hours being performed in our community, generating a financial saving of approximately \$1.5 M. The current levels of volunteerism that we enjoy can be credited in large part to the importance placed on volunteerism by our command, and the comprehensive assistance and recognition programs offered by the Installation Volunteer Program (IVP). These programs will be continued while new efforts are made to increase the levels of volunteerism throughout our community. **(Figure 7.3.a – 1)**



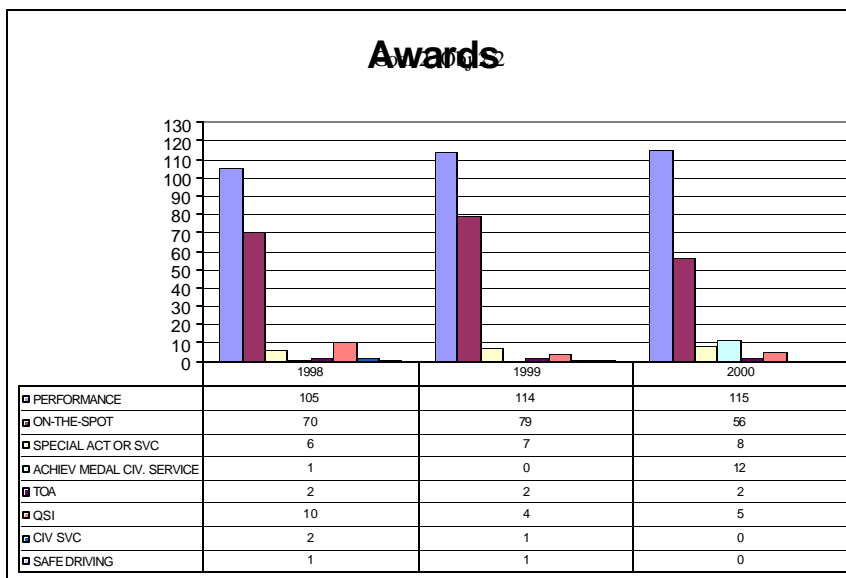
DPW TRAINING ATTENDANCE – FY98-00

This chart displays the status of professional development activities of DPW employees during FY00. Total employees: the total number of DPW employees at the end of FY00. Total training instances: the total number of professional development events (formal training, conferences, etc.) and the total number of employees who attended at least one professional development event. **(Figure 7.3.a – 2)**

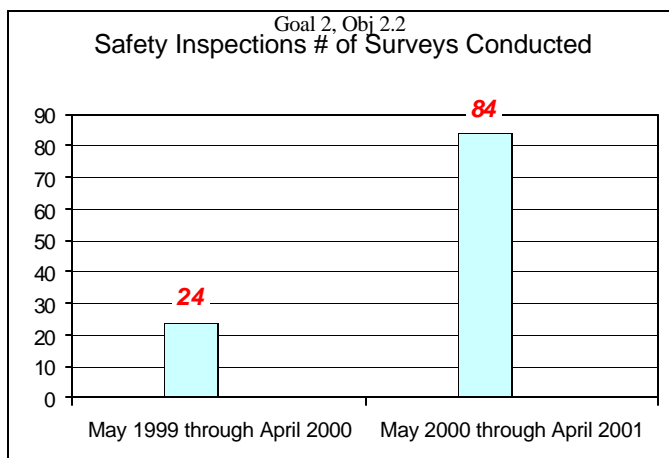
CATEGORY 7: BUSINESS RESULTS

SAFETY INSPECTION FINDINGS, GOAL 2, OBJ 2.2 Consolidated findings of DPW Safety Inspection, Oct 00	
FINDINGS	CORRECTIVE ACTION
Total of 73 chairs not IAW safety standards.	Determine actual minimum requirement funds through Safety channels.
All workplaces must be evaluated for ergonomics.	Request IH personnel assistance.
Two desks with wooden extensions (rooms 408, 417).	Remove extensions or make them safe.
Residue office furniture on 3 rd and 4 th floors.	Remove the furniture from the hallways.
Tripping hazards (room 407-wooden beam on floor, 409-computer cable, and 410-carpet).	Eliminate tripping hazards by appropriate corrective measures.
Electrical fans in 10 rooms not IAW safety standard.	Remove the fans.
Stretcher not available in Admin and on Fire Station.	Purchase two stretchers. Fire Station received one Mar 01.
First aid kit missing from Fire Station.	Purchase First aid kit. COMPLETED

Safety inspection findings (DPW) **(Figure 7.3.a – 3)**

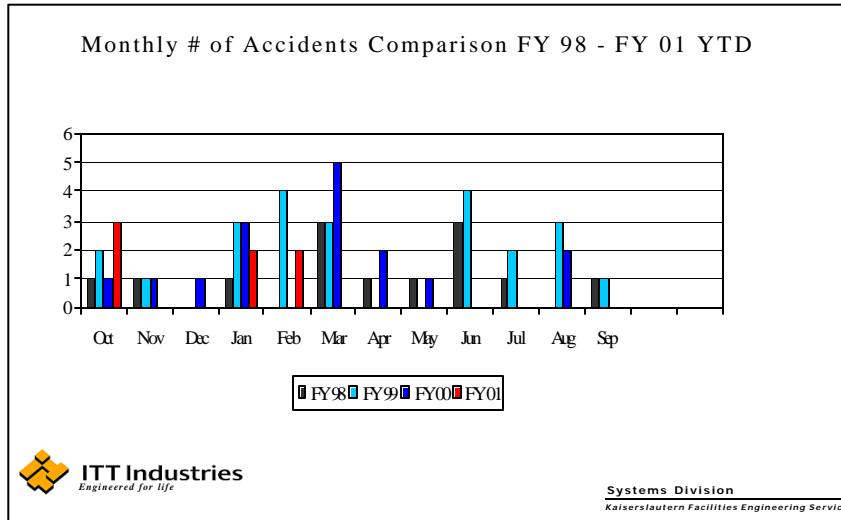


The battalion has an established award system to encourage performance initiatives. Directorates submit requests based on the employee's contribution. An awards panel assesses the merits of the request, and recommends approval/disapproval to the commander. **(Figure 7.3.a – 4)**



Workplace Surveys: The Safety Office has identified and prioritized for evaluation all 415th BSB workplaces. Prioritization consists of a high rating applied to all workplaces requiring surveillance multiple times each year; a medium rating for all other operational workplaces, and a low rating for administrative/non-industrial facilities. The number of operational, facility, and special surveys completed during 1 May 00 to 30 April 01 was 84 representing an increase of 350 % (84 vs. 24 surveys) over the May 99 to April 00 time period. **(Figure 7.3.a – 5)**

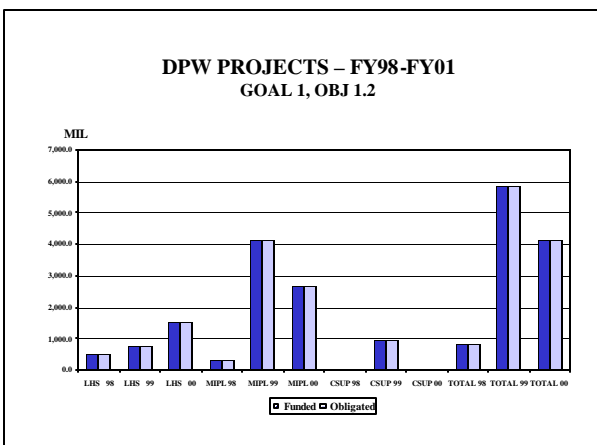
CATEGORY 7: BUSINESS RESULTS



Our supplier and DPW monitors monthly accidents to determine trends for analyses.
(Figure 7.3.a – 6)

7.4 Organizational Effectiveness Results

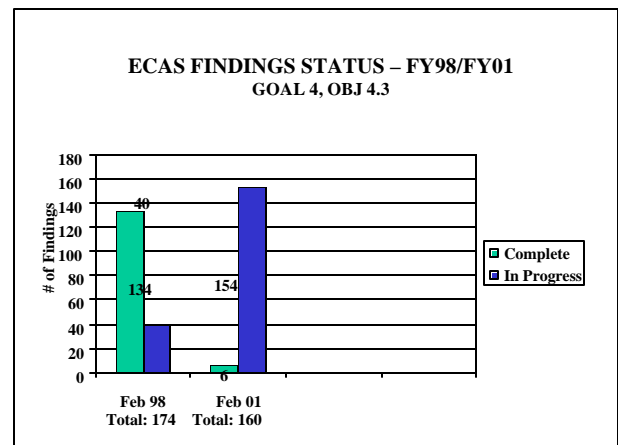
a. Operational Results (1 & 2)



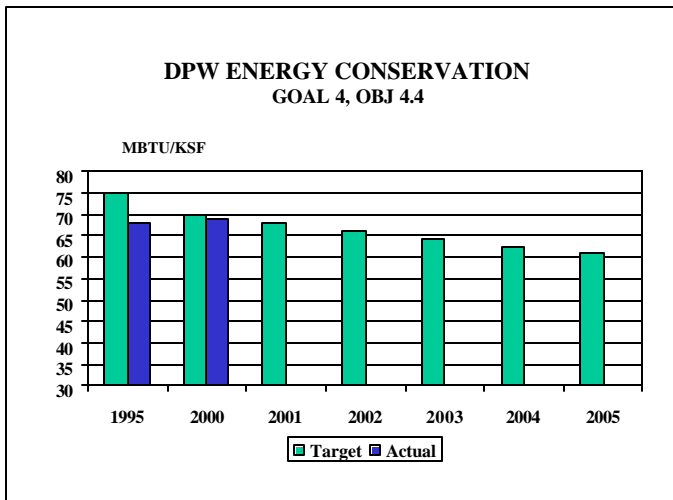
This is a measure of how well we obligate Life, Health and Safety (LHS), Master Integrated Priority List (MIPL) and Command Security Upgrade Program (CSUP) project funds we receive. It also reflects the amount of funds submitted (requested) vs what we received.

The goal is to obligate 100% of what we received. (Figure 7.4.a – 1)

DPW ECAS FINDING STATUS – FY00
 The external ECAS (Environmental Compliance Assessment System) findings, created in FY98 have to be solved by unit members and DPW, using environmental projects. The status in FY00 was as shown in the chart. A total of 174 findings were detected within the 415th BSB and in FY00 134 have been completed, 40 were covered under projects. A total of 160 findings were detected in the new ECAS, Feb 01. So far, 6 have been completed, 154 were in progress. (Figure 7.4.a – 2)

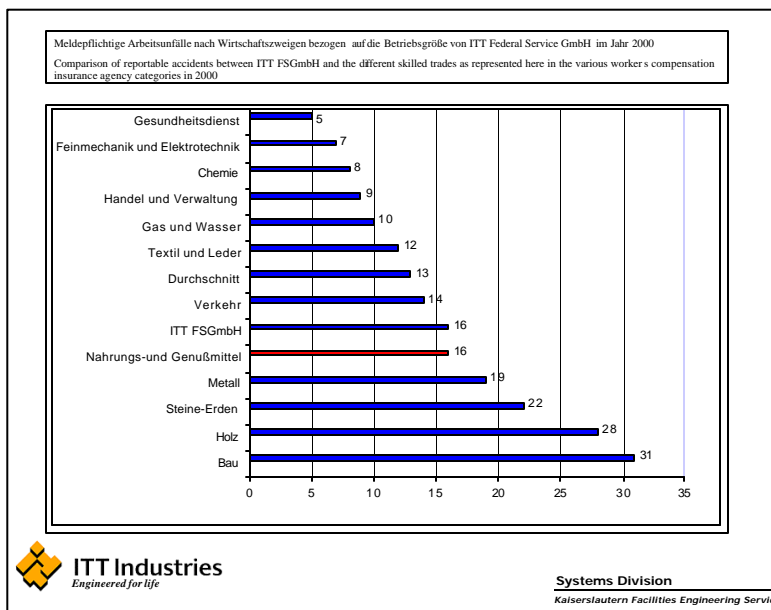


CATEGORY 7: BUSINESS RESULTS



DPW ENERGY CONSERVATION – FY00
This chart reflects the heating and electrical energy usage vs target. The goal is an energy use of maximum 61 MBTU per 1000 square feet. This equates to a 10% decrease within 5 years. **(Figure 7.4.a – 3)**

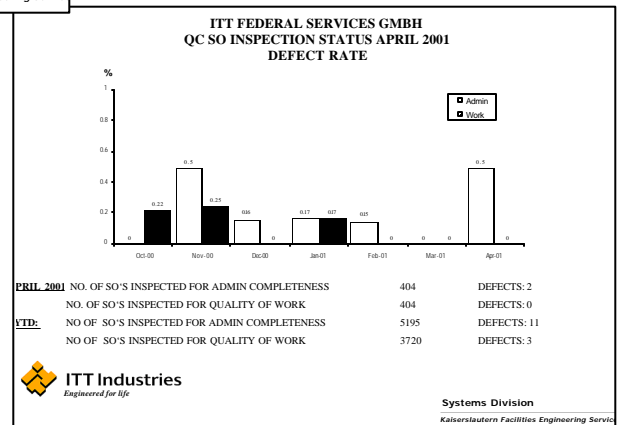
- **DPW QUALITY OF LIFE, GOAL 3, OBJ 3.2; STANDARDS MET;** Self Help Store – YES, DPW Service Orders – YES, Garbage/Trash Collection – YES, Custodial Service Availability – YES



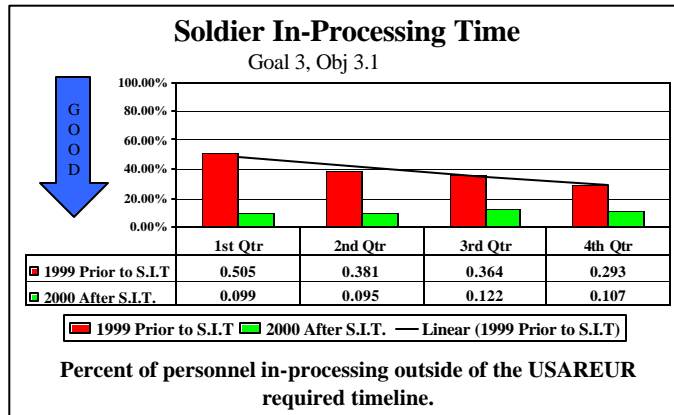
ITT Federal Services GmbH, our base maintenance contractor, is our main supplier. They provide the Directorate of Public Works (DPW) data on a regular basis to evaluate the effectiveness of work performed. They monitor their defect rate and provide data to the DPW, who, in turns, incorporates this data with additional performance information for the Commander. **(Figure 7.4.a.1.)**

(Figure 7.4.a – 4)

The contractor also monitors the accident rate and performance by measuring their own accident rate against other Germany companies in the same industrial sector. **(Figure 7.4.a – 5)**



CATEGORY 7: BUSINESS RESULTS

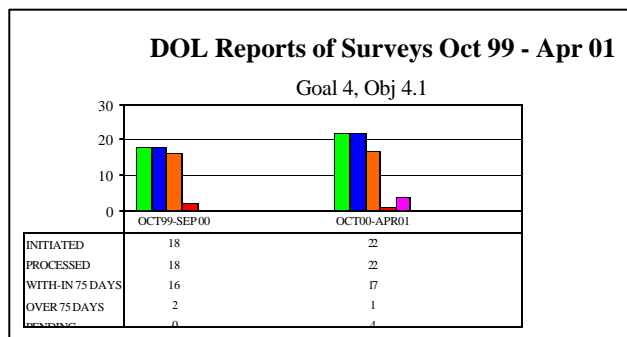


(Figure 7.4.a – 6)

USAREUR Reg 612-1 states that soldiers will complete the In-processing Training Center (ITC) briefings in 12 days. However, due to soldier's having appointments for delivery of household goods, transportation, FMO delivery, acquiring driver's license, picking up POVs, enrolling children in schools, etc, soldiers were taking close to 30 days to complete the ITC. Therefore, Soldier In-processing Time (SIT) was introduced to the 415th BSB in September of 1999. This was a 5-day period given to the soldier and his family upfront, prior to going through the ITC, to

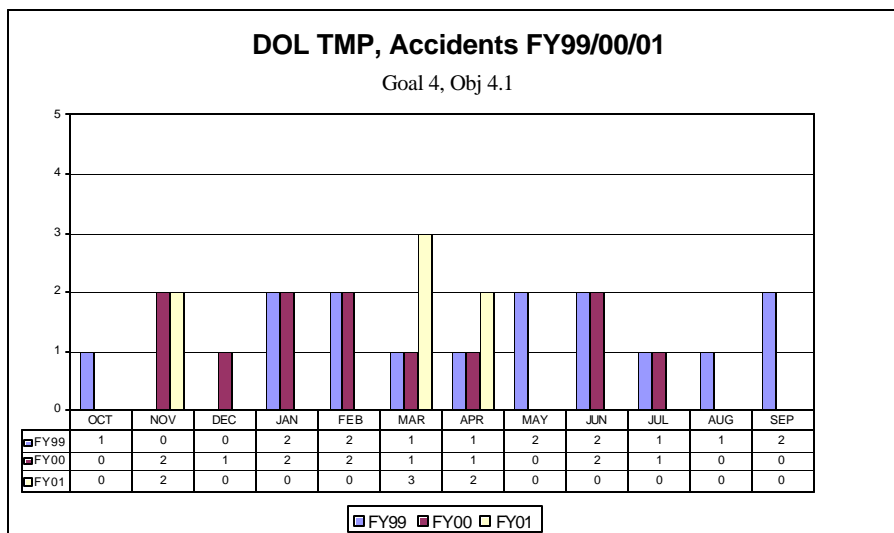
complete all necessities to settle his family. Although it added 5 additional days to the agenda up front, making it a total of 17 days, it actually decreased the amount of time spent away during the ITC. Therefore, the soldier settled his family and completed the ITC without missing any more days.

The USAREUR IG Inspection Team inspected the new program and discovered the SIT Program cut in-processing time by nearly two full weeks. This program was briefed to the CG, USAREUR, in which, he directed the 26th ASG to institute the program throughout the ASG, thus becoming the "footprint" for the "Model Program".



This reflects the total number of Reports of Surveys processed by the PBO. The goal is to have all surveys processed within the seventy-five day period as required by regulation. Continuous efforts are being placed within the command to insure compliance.

(Figure 7.4.a – 7)



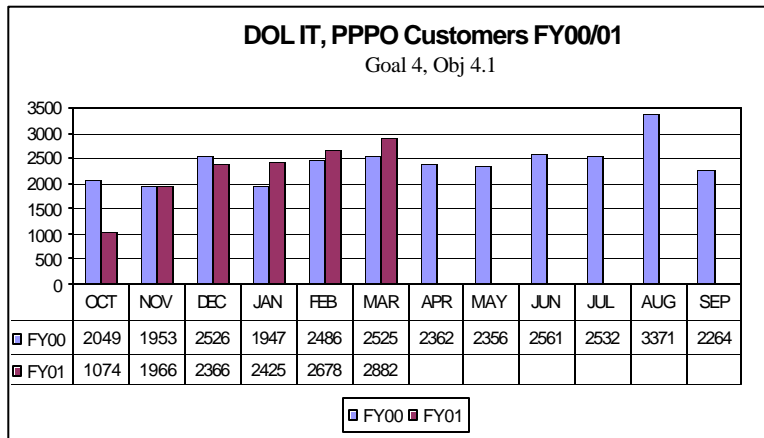
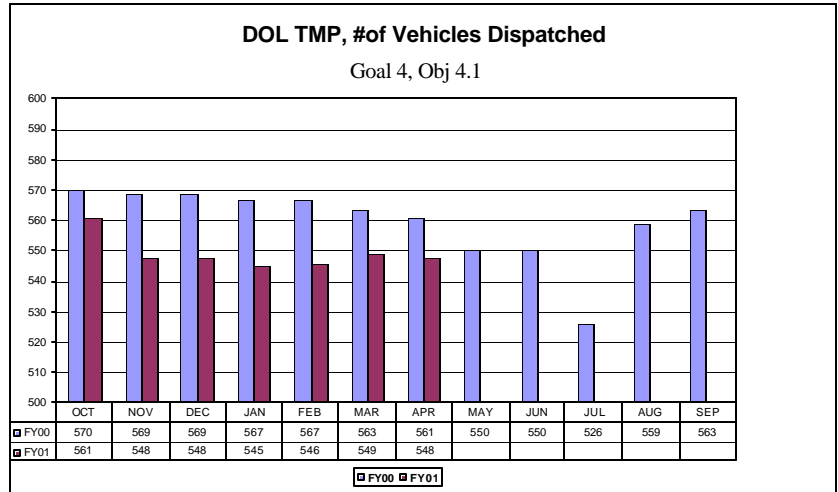
The continuous efforts by the transportation motor pool on the emphasis of safety have reduced the amount of vehicle accidents. At the present time the accidents have been reduced by half of the previous year. By reducing the accident rate we are able to provide more vehicle support when required.

(Figure 7.4.a – 8)

CATEGORY 7: BUSINESS RESULTS

Customers continue to receive vehicle support from our transportation motor pool. Vehicles that are not being used are identified and put into the open fleet so other customers can receive vehicles upon request. At the present time our vehicle fleet has been reduced by a total of 24, but our customers are still being supported at almost the same rate.

(Figure 7.4.a – 9)



The Personal Property Processing Office provides the customer a wide range of transportation related services. Movement of POVs, storage of personal property, movement of household goods and unaccompanied baggage. Our customer base continues to grow, so in order to accommodate more customers this office has changed from one on one counseling to group counseling thus providing more with less. (Figure 7.4.a – 10)

b. Public Responsibility and Citizenship Results

Community Services		
Donate \$38K in unit funds	Volunteerism	Emergency Food Program
Holiday Toy Outreach Program (TOP)	German- American Raft Race	German- American Volks Fest
German- American Bazaar	German-American Special Olympics	

- Deployment/Mobilization and Stability and Support Operations (SSOs): Family Assistance and support services provided to families of Active component and Reserve component forces and emergency-essential civilians in support of military operations-deployment/mobilization and SSO to enhance unit cohesion and increase readiness.
- Family Advocacy: To address issues of child abuse and neglect as well as spouse abuse by offering services in education, prevention identification, and reporting. To also provide shelter/safe haven, respite care, foster care, victim advocacy and services for exceptional family members.
- Relocation: To reduce or eliminate the stress and problems arising from the mobile military lifestyle to Relocation Counseling, pre-arrival information, Overseas orientations, re-entry workshops, lending closet, services to multicultural families, and sponsorship support.
- Employment Assistance: To assist eligible persons in locating, applying and interviewing for positions in the complicated and tight overseas job market by providing classes on application preparation, resume preparation, interviewing techniques, and interview attire.
- Financial Assistance: To support commanders in maintaining unit financial readiness to sustain deployments and to educate and counsel soldiers and family members on financial self-sufficiency.

CATEGORY 7: BUSINESS RESULTS

- Classes offered include: Banking, Credit Unions, Credit/Debit card use, and Consumer rights and obligations.

- Emergency Food Program: Army Community Service's Financial Assistance Program manages the Emergency Food Program which allows for a family in need to shop for necessary food items at the Commissary at no cost to themselves.

Toy Outreach Program

- a. Nine hundred eighty seven (987) toys were collected from 1 November 00 to 15 December 00.

- b. Toys were distributed from 13 December 00 to 18 December 00, from 0900 to 1500 each day at building 2923 on Pulaski Barracks.

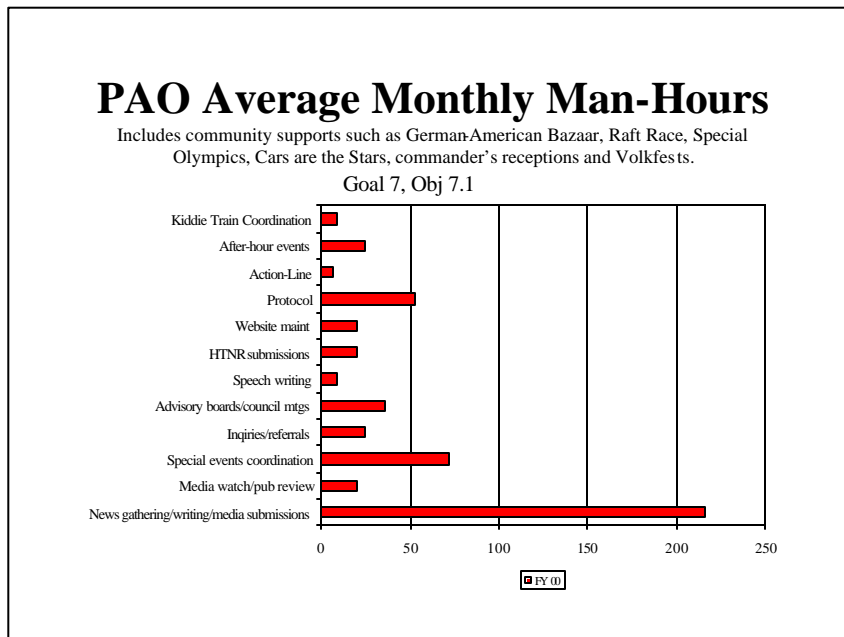
- c. Eight Hundred sixty eight (868) children from 476 families were nominated by unit 1SGs to receive toys. Seven hundred twenty (720) toys were distributed to 268 families (13-18 Dec). Individual soldiers or their spouses picked up the toys

- The DCA/MWR offers many diverse events in the spirit of public responsibility. The German-American Bazaar, German-American Raft Race and the German-American Volks Fest are enjoyed by all and generate \$160K per year to support MWR programs.

- The largest and most popular event of the entire year is the Special Olympics sponsored by the 415th BSB and held at the German Police Academy, Enkenbach Alsenborn. The event requires ACS to hire a contractor approximately six months in advance and involves coordination between ACS, PAO, the IVC (volunteers coordinator) and approximately 25 event coordinators. This event involves gathering equipment, sponsors/contributors, vendors, volunteers and athletes. Additionally, planning and coordination is required for sports events, non-competitive events, ceremonies, registration, communications, facilities, food sales, and the Special Olympians' Village. The day of the event involves more than 1200 soldiers, airmen, family members, local nationals and US employees; 615 athletes participated and 17 commercial sponsors.

- Unit funds: \$38K is donated every year to unit funds to assist units in providing recreational activities to the soldiers.

- Better Opportunities for Single Servicemembers (BOSS): the BOSS program has been very active in supporting a variety of community events including the Holiday Toy Outreach Program and Special Olympics.



This is a representation of the number of hours our PAO provides to the community on a regular basis. **(Figure 7.4.a – 11)**